



### Hong Kong

Are the labour laws ripe for change?

Page 3

### UK economy

Clear policies badly managed

Page 7



### Cut-price space

Satellite launch market takes off

Page 14



### Colomb

Against drugs and political terror

Page 4



TANANARIVE

# FINANCIAL TIMES

Europe's Business Newspaper

TUESDAY FEBRUARY 2 1993

D8523A

## Israel to let 100 Palestinians back from Lebanon

Israel is to let about 100 of the 415 Palestinians it deported to Lebanon back into the country and will shorten the terms of exile of the others, Israeli television reported, adding that prime minister Yitzhak Rabin worked out the details with US ambassador William Harrop. Palestinian negotiators have refused to resume peace talks with Israel until the deportees were brought back. Earlier report, Page 3

**Khmer Rouge attacked** Cambodian troops attacked Khmer Rouge guerrillas on several fronts in the worst fighting for a year. Page 16

**Japanese confidence shaken** Japanese business confidence has fallen sharply over the past three months, according to a survey of senior executives. Page 3

### Meetings banned in Kinshasa

Public gatherings were banned in Kinshasa after last week's riots in which at least 65 people died. French soldiers have been escorting foreigners out of the country, but President Mobutu Sese Seko (left) is refusing to let Belgium send troops to help the evacuation. Page 3

**Galileo takes off** Two of the world's biggest airline computer reservation systems merged to form Galileo International, which is estimated to be worth \$1.5bn. Shareholders include British Airways, United Airlines and Swissair. Page 17

**Craxi isolated** Italian prime minister Giuliano Amato, struggling to preserve the stability of his four-party coalition government, has distanced himself from the difficulties of Socialist leader and former close colleague Bettino Craxi. Page 16

**New chief for American Express** Troubled US travel and financial services group American Express appointed Richard Furland, 63, a director since 1972, non-executive chairman. He replaces James Robinson, who resigned at the weekend. Page 17

**Krajina clashes worsen** Fighting between Serbs and Croats intensified in Krajina, the Serb enclave in Croatia, and there were fears that the clashes could spread. Page 2

**ICI takes titanium stakes** Tioxide Group, ICI's titanium dioxide subsidiary, is paying \$200m for a 50 per cent stake in a 100,000 tonne a year chloride titanium pigment plant in Lake Charles, Louisiana. Page 17; Lex, Page 16

**Taxis halt city** Police fired teargas and rubber bullets to disperse rock-throwing black Johannesburg taxi drivers who blockaded the city centre in protest at alleged harassment by traffic police.

**Continous UK outlook** The trading outlook for UK companies remains "ominous", according credit insurance group Trade Indemnity. Page 6

**Bridgestone promotions** Japan's largest tyre-maker, Bridgestone, promoted Toshihiro Katsuki, chief executive of its US operations, to group president. Page 19

**Metra's Italian purchases** Europe's sanitaryware market became more concentrated with the purchase by the Finnish Metra group of 51 per cent of Italy's leading producer, Sanitari Pozzi. Page 16

**Floods kill 40** At least 40 people were killed and others were missing after their homes were swept away by floods in north-east Tanzania.

**Sweden's debt rating cuts** Sweden, heaviest borrower in the international capital markets in the past three months, had its long-term debt rating downgraded to A2 from A1 by US credit rating agency Moody's Investors Service. Page 17

**Lloyd's losses reach \$2.4m** Gooda Walker syndicates at the Lloyd's of London insurance market suffered losses of nearly \$2.4m (\$1.39bn) in the four years to 1990. Page 6

**Unilever to shift staff levels** Multinational consumer products group Unilever is to trim staff levels at its London head office and raise them slightly at its joint head office in Rotterdam. Page 17; Lex, Page 16

**Milk battle begins** Northern Foods, largest UK private sector dairy group, says it will buy milk directly from farmers when the Milk Marketing Board's monopoly over supply is abolished. Page 17

STOCK MARKET INDICES	
FTSE 100	2,861.8 (+44.4)
Yield	4.25
FTSE Eestech 100	1,588.71 (+8.23)
FTSE AAShare	1,384.44 (+1.25)
Nikkei	17,133.84 (+108.86)
New York Composite	3,321.84 (+13.51)
Dow Jones Ind Ave	1,220.00 (+1.85)
S&P Composite	448.73 (+1.85)
US LUNCHTIME RATES	
Federal Funds	3.5%
3-mo T-bill	2.582%
Long Bond	104%
Yield	7.218%
LONDON MONEY	
3-mo Interbank	6.14% (8.4%)
Life long 91/92	102.25 (Mar 101.31)
NORTH SEA OIL (Average)	
Brent 15-day March	\$18.485 (18.475)
Oil (Oiled)	\$18.485 (18.475)
New York Comex Apr	\$386.7 (386.7)
London	\$386.7 (386.7)
Tokyo close Y 124.35	

Austria	920.00	Greece	920.00	Latvia	1,100.00	Qatar	920.00
Bahrain	920.00	Hungary	920.00	Malta	1,100.00	S. Arabia	920.00
Belgium	920.00	Iceland	920.00	Morocco	1,100.00	Slovak Rep	920.00
Bulgaria	920.00	India	920.00	Nepal	1,100.00	Slovenia	920.00
Cyprus	920.00	Indonesia	920.00	Nigeria	1,100.00	Spain	920.00
Czech Rep	920.00	Israel	920.00	Norway	1,100.00	Switzerland	920.00
Denmark	920.00	Italy	920.00	Poland	1,100.00	Taiwan	920.00
Egypt	920.00	Jordan	920.00	Romania	1,100.00	Thailand	920.00
Finland	920.00	Korea	920.00	Saudi Arabia	1,100.00	Turkey	920.00
France	920.00	Kuwait	920.00	Sweden	1,100.00	Ukraine	920.00
Germany	920.00	Lebanon	920.00	Portugal	1,100.00	USA	920.00

## Brussels president denounces job-poaching and calls for G7 meeting

# Delors calls for social policy to help jobless

By Lionel Barber in Brussels

MR JACQUES DELORS, president of the European Commission, yesterday denounced job-poaching in the European Community and led calls for a relaunch of EC social policy to help tackle the unemployment crisis in Europe.

As EC foreign ministers headed by France warned that monetary instability and competitive devaluations were undermining the EC's single market, Mr Delors criticised "social dumping" whereby certain countries were downgrading workers' rights to attract foreign investment.

Mr Delors' remarks at a meeting of EC foreign ministers in Brussels were widely seen as an attack on the UK. He combined them with a call for an early meeting of the Group of Seven industrialised countries to co-ordinate growth, possibly in April. "We face a world economic crisis and we need a world economic solution," he said.

The Clinton administration has expressed interest in closer economic policy co-ordination within the G7, but US relations with the EC have become strained after last week's imposition of anti-

dumping duties on EC steel exporters and yesterday's decision to restrict EC bids on federal public procurement contracts.

At yesterday's opening session of EC foreign ministers, France followed Mr Delors and other EC

Page 16

■ EC rejects US 'bullying' on award of utility contracts

members urging a "relaunch" of EC social policy to defend workers' rights and guard against "social dumping".

Mr Roland Dumas, French foreign minister, said employment could not be created by countries outbidding each other for investment. He attacked the recent decision by Hoover, the US multinational, to relocate from Dijon in France to Cambuslang in Scotland as a "serious incident".

Mrs Elisabeth Guigou, French minister responsible for European affairs, appealed for "fair competition" among EC member states. She drew attention to the 1996 Single European Act providing for sustainable, non-inflationary growth, a high degree of



Last minute pointer: Jacques Delors (left) confers with French foreign minister Roland Dumas before the EC foreign ministers council in Brussels yesterday, where both men denounced job poaching in the EC

economic convergence, social cohesion and solidarity among EC members. EC diplomats said the reference reflected French concern about the impact on its competitive position of maintaining a strong franc but also described it as an attack on the UK for opting out of the Maastricht treaty's social protocol. It was also implied criticism of Britain's

decision to promote growth by floating sterling outside the European exchange rate mechanism and progressively cutting UK interest rates. Mr Dumas raised the stakes by urging the EC to accelerate work directives to be adopted under the social protocol in the Treaty, while Mrs Guigou called for adoption of the 48-hour maximum working week and a directive

providing for greater consultation between management and workers. Although the US has yet to commit itself to a summit, there is talk in Brussels among EC and US officials of a potential "grand deal" in the spring in which a cut in German interest rates could be co-ordinated with a Gatt agreement to revive confidence in the world economy.

## Emu timetable attacked as 'much too ambitious'

By David Marsh in Oxford

A LEADING member of the Bundesbank's policymaking council last night criticised as "much too ambitious" the timetable for European economic and monetary union.

Mr Reinart Jochemsen, president of the North Rhine-Westphalia central bank, and a favourite to take over as Bundesbank vice-president later this year, said he favoured ratification of the Maastricht treaty but attacked the plan for monetary union by the end of the century. He also said he opposed the idea that movement to a single currency would be irreversible and automatic.

Speaking at Nuffield College, Oxford, he said Germany and its European Community partners

Irish attack on 'selective' ERM policy .....Page 2  
EMS defended .....Page 2  
Currencies .....Page 32

decided to speed up European union after the breach of the Berlin Wall in November 1989 because of "the idea that Germany would want to escape from its obligations of European integration".

He admitted that recession-hit European countries were facing difficulties in meeting the public

debt and deficit targets laid down in the treaty. This was because "the Maastricht treaty was never subjected to a test of how it would be fitted in to medium-term cyclical developments".

Although long-term German interest rates were not particularly high, he said the Bundesbank's monetary policies the result of "persistent imbalances in the German policy mix" - were causing difficulties abroad. "Germany in year three [after reunification] is putting a burden on Europe. This has to be dealt with - it has to be solved. But we are tied up with the polit-

Continued on Page 16

## Speculators hit ERM

THE French franc and Danish krone fell victim to a sharp burst of speculative selling yesterday after the 10 per cent devaluation of the Irish punt within the European exchange rate mechanism, writes James Blitz in London.

Both currencies later recovered, although money market interest rates in both France and Denmark remained at very high levels. The French franc fell sharply in the first hours of trading, to a low of FFfr3.3850 against the D-Mark, while the Danish krone was seen as low as DKr3.8750 against the D-Mark, near to its floor of DKr3.9015.

The franc later closed at FFfr3.380 against the D-Mark, while the krone closed at DKr3.8501, as selling pressure abated. The Irish punt climbed to the top of its new ERM bands as the market accepted the devaluation. It closed at DM2.4368.

Yesterday's figures follow reports last week of a 8.1 per cent increase in new orders for durable goods between November and December and economic growth at an annual rate of 3.8 per cent in the fourth quarter. Sales of existing homes at the end of last year were reported at their highest level in 13 years.

Most components of the purchasing index sent encouraging signals. The index for new orders rose from 84.4 per cent in December to 87.2 per cent, the highest level for nearly a decade.

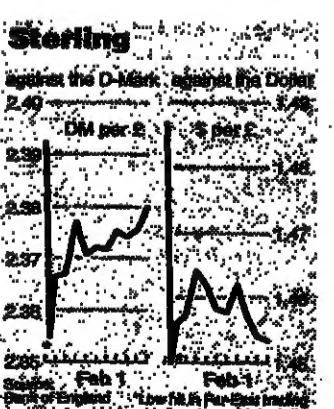
## UK tries to calm markets

By Ralph Atkins, James Blitz and Peter Norman in London

MR JOHN MAJOR, Britain's prime minister, moved yesterday to dispel expectations of further UK interest rate cuts as his government launched a concerted operation to restore confidence in sterling, its economic policy and Mr Norman Lamont, chancellor of the exchequer.

With the pound under pressure, Downing Street, the Treasury and the Bank of England sought to reassure markets that Mr Lamont was in full charge of economic policy and that there were no splits with the prime minister over interest rates. Sterling plunged to a historic low of DM2.355 in Far East trading yesterday, after weekend press reports of a government split triggered what some dealers described as a sharp burst of speculative selling.

Although the pound recovered somewhat in London to close at DM2.35, more than a penny down from last Friday's close, it closed sharply lower at 77.4 when measured against the Bank of England's sterling exchange rate



index. The UK authorities insisted that last week's 1 per cent point cut in bank base rates to 6 per cent was consistent with the government's target of returning to economic growth with low inflation.

For the second day running, Downing Street denied reports that Mr Major was the driving force behind the rate cut and seeking an eventual reduction in interest rates to 4 per cent. A Downing Street official said the decision last week to cut base

rates to 6 per cent had been proposed by Mr Lamont. Doubts continued, however, among Conservative MPs over the political authority of Mr Lamont amid widespread expectations that he will be moved after the March 16 budget.

Speculation about differences between Mr Lamont and Mr Major has been fuelled by the latter's decision to take a closer involvement in Treasury policy in the run-up to the budget. But government officials suggested that yesterday's developments would make further rate cuts less likely.

Downing Street said the week-end reports of Mr Major wanting big cuts in the cost of borrowing had backfired. "The one thing that damages the likelihood of interest rate cuts is talking about interest cuts," it said.

Aides to Mr Lamont made clear he did not regard further cuts in the cost of borrowing as likely before the budget. "Interest rates are as likely to go up next as they are to go down," they said.

Spin doctors in a split, Page 7

Lex, Page 16

# ENJOY YOUR OWN COMPANY.

We arrange management buy outs and buy to make your dream come true. So don't be ins valued at £10 million or more. If you long shy. As advisers to funds totalling £245 for your own company, we have the resources million, we are just dying to meet you.

## PHILDREW VENTURES

Creative Capital for Management Buy-Outs.

Phildrew Ventures, Triton Court, 14 Finsbury Square, London EC2A 1PD. Telephone 071 628 6366.

PHILDREW VENTURES IS A MEMBER OF DMRO AND AN ASSOCIATE OF UBS ASSET MANAGEMENT (UB) LTD.







## Japanese business confidence declines

By Charles Leadbeater  
in Tokyo

JAPANESE business confidence has fallen sharply over the past three months, according to a survey of senior executives published yesterday which showed that 70 per cent do not expect their company's performance to improve before the final three months of the year.

The survey by the Keidanren, the leading employers' federation, found that seven out of 10 top business executives think their company's profits will only start to recover between October and December.

The 352 business leaders forecast Japan's economy would grow by 2.5 per cent in the coming fiscal year from April, down from the 3.9 per cent they forecast in a similar survey in November. About 44 per cent of the respondents said the economy as a whole would only begin to recover towards the end of the year.

The results of the survey will add to pressure on the Bank of Japan to cut interest rates and on the ruling Liberal Democratic party to bring forward plans for an emergency public spending package to stimulate the ailing economy.

Business leaders will renew their calls for a more expansionary policy at a meeting with LDP leaders on Friday. Officials figures for business and consumer confidence due to be published today will confirm the depressed state of the economy.

The momentum behind the downturn was underlined yesterday by official figures showing that sales of cars were down 10.5 per cent last month compared with January 1992 and that sales of lorries were 15 per cent lower.

The gloomy economic news will maintain pressure on the Bank of Japan to cut the official discount rate.

## World Bank lends \$175m to Lebanon

THE WORLD Bank is to lend Lebanon \$175m for rebuilding the country's infrastructure, devastated by 15 years of civil war, Reuter reports from Beirut.

Officials said yesterday an initial agreement was signed in Washington last week and the loan would be granted after parliamentary approval.

The loan agreement, the first between Lebanon and the World Bank in 14 years, was reached after months of negotiations. Lebanon would pay back the loan over 17 years with a five-year exemption and at an interest rate of 7.5 per cent.

Lebanon managed to limit foreign debts to about \$800m despite the 1975-90 civil war. Its internal debt is estimated at more than \$2.4bn.

Officials said the loan reflected growing international confidence in the government of Mr Rafik al-Hariri, the billionaire prime minister.

Economists and bankers said that although the loan was significant it was only a small step in the right direction.

According to the agreement, Lebanon would use \$33m to rebuild its power grid, \$60m on water and sewage systems, \$25m on housing, \$30m on garbage incineration, \$15m on vocational schools, and \$10m on technical aid.

## Morocco to ease exchange controls

By Francis Gille

MOROCCO has signalled its readiness to lift exchange controls on current account operations.

It has advised the International Monetary Fund that it wishes to comply with the IMF's Article 8, under which countries are also required to allow foreign investors freedom to repatriate their capital investments and remit their profits.

In a further liberalisation measure, private citizens will be entitled to higher foreign currency allowances than previously, allowing payment for medical treatment and education abroad.

Tunisia made a similar approach to the IMF over Article 8 in January. The moves mark a big step for both countries towards liberalising their economies.

## Cathay Pacific stoppage focuses attention on HK's labour laws

IN STARK contrast to their advertising image of passive glamour, Cathay Pacific's air hostesses have sparked a controversial re-evaluation of Hong Kong's labour laws, following the ending of their 17-day strike on Saturday.

It is a theme that could prove awkward for Governor Chris Patten.

His push for further democracy has helped earn him the label of a man of the people. He has proposed more representative government, despite opposition from a conservative business lobby, and made a great show of introducing transparency and accountability into the administration. But although he has talked of Hong Kong having a first-world economy and a third-world environment, he seems unlikely to want to alter the colony's working environment by encouraging its nascent trade union movement.

The flight attendants' strike initially focused on the issue of being forced temporarily to fill junior positions. The dispute escalated when Cathay Pacific fired three flight attendants for following union recommendations not to "work down".

Neither Cathay nor the strikers wanted the issue to be politicised, but when the air-

line insisted on retaining its legal right to discipline striking staff - and ultimately to sack them - the dispute evolved into a debate over whether workers should be allowed to strike.

The argument literally

been noticeably silent: China. The fact that Beijing-controlled company CITIC Pacific is a big shareholder in Cathay is one possible explanation, but it is also likely that Beijing would not wish to see the trade union movement strengthened prior

ciliation officer for the dispute. "We were compelled to draw the conclusion that the people above [Mrs Patten] did not want her to do anything," said Mr Lee, who indicated that the administration could be influenced by the fact that Cathay

government's review, but it is also unconvinced of the need for drastic change.

CRC spokesman Mr Ronald Arculli pointed to the fact that there had been very few labour disputes in Hong Kong's history and said "one wonders whether the current difficulties are not being unduly politicised by the unions."

The last major industrial dispute in Hong Kong, was the 1989 strike by China Motor Bus drivers, which lasted 2 days and was almost immediately resolved to the satisfaction of the union. Since then, a tight labour market has enabled dissatisfied workers to obtain alternative employment.

February will herald the review by the Legislative Council of Mr Patten's controversial blueprint for political reform, and it is easy to assume that this will overwhelm any reaction to Hong Kong's most high profile industrial dispute - despite the attempts of Martin Lee.

As Dr Lee said: "If the business community stands firm, I don't think the government will make any changes. I think the issue will just die down." The business community appears happy to dismiss the strike as a glamorous aberration.

## Fall-out from "perfume picket line" sets awkward agenda for Governor Patten, writes Simon Davies

moved onto Mr Patten's doorstep, when the so-called "perfume picket line" relocated to the entrance of Government House in the hope of forcing his support. However, the strikers' only glimpse of the governor was when he drove out en route for the airport and Ball, and the administration has kept surprisingly quiet on the issue.

Employees are allowed to strike, but they have to face the consequences of any breach of their employment contract. Dr C.K. Law, research director at South China Brokerage, says: "The labour laws in Hong Kong are very much out of the 19th century."

One vocal commentator might have been expected to take sides in a fight between a group of workers and a traditional British company, has

to 1987. On the surface, the debate might appear simple. Hong Kong's labour laws have not been meaningfully altered for more than a decade, and both employers and employees are at risk under current legislation.

Cathay itself has urged change, since the wildcat strike that started the walk-out - and may have cost the company more than \$HK200m (\$16.8m) - was started with the agreement of just 114 of the 3,700 members of the Flight Attendants Union (FAU).

Furthermore, Mr Martin Lee, leader of the United Democratic party, has been highly critical of the role of Mrs Katherine Fok, the Commissioner for Labour, who turned down requests for legislators for the appointment of a special com-

Pacific is controlled by both British and Chinese interests.

Mr Lee's party, which thus far has been a staunch supporter of Mr Patten, controls 12 of the Legislative Council's 60 seats. It would expect support from other liberal factions, for any legislative changes which the United Democrats put forward. But this might not be enough.

Mr Y.N. Yiu, deputy commissioner for labour, said a review would be conducted, but he emphasised that the review would "have to take into account local conditions." He said that minimum statutory benefits for Hong Kong workers were already at least as good as those in other similar South Asian economies.

The Co-operative Resources Centre, the conservative political grouping, welcomed the

## Kinshasa riots trigger clampdown on meetings

MR MUNGUL DIAKA, governor of Zaire's capital Kinshasa, yesterday banned all political meetings and public gatherings in the wake of last week's riots in which at least 65 people died, Reuter reports from Kinshasa.

The governor, an ally of embattled President Mobutu Sese Seko, also announced that any newspaper considered to be inciting hatred and violence

would be seized. The capital, a sprawling city of 3m people, remained tense yesterday but appeared quiet, despite bursts of rifle fire and the dull boom of heavier weapons being heard throughout Sunday night. State radio said some looting continued.

Central Kinshasa was virtually deserted again. Few cars were on the streets, although growing numbers of pedestri-

ans were venturing outside. The smart Gombe district, which includes embassies and the luxury Intercontinental Hotel packed with rich families escaping the violence, has been declared a military "operational zone." However, Zairean residents said they had no trouble entering or leaving the area.

The military zone was clearly meant not so much to

stop looters as to warn soldiers from Belgium, Zaire's former colonial power, not to land to evacuate their nationals.

At least 400 Belgian paratroopers have arrived in the Congolese capital Brazzaville, just across the river, but Mr Mobutu has denied them permission to enter Zaire. Several dozen French troops are already in Kinshasa to protect French citizens, with Mr Mobutu's approval.

Belgian companies operating in the country have repatriated most of their expatriate staff from the capital, several of the companies said yesterday, Reuter writes from Brussels.

Belgium on Sunday asked all its citizens in Kinshasa to gather to be repatriated. There were around 1,000 Belgian nationals in Kinshasa.



RIOT POLICE fired tear gas and plastic bullets yesterday to disperse rock-throwing black taxi drivers who blocked central Johannesburg in a protest

at alleged harassment. Reuter reports from Johannesburg. At least nine people, including six policemen, were hurt. The taxi drivers, demanding gov-

ernment subsidies and complaining of discrimination by traffic officers, blocked several big intersections with their vehicles before the morning rush

hour. Riot police were pelted with bricks, paving stones and bottles when they moved in with armoured tow trucks to clear the streets.

## Israel seeks EC restraint over deportees issue

By Lionel Barber in Brussels

ISRAELI yesterday urged the European Community to show restraint in the Palestinian deportees controversy so as not to disrupt efforts to strengthen bilateral trade ties.

Mr Shimon Peres, Israel's foreign minister, made the plea during talks in Brussels which included meetings with Mr Jacques Delors, European Commission president and senior EC commissioners, and a dinner with EC foreign ministers.

The EC last December condemned the Israeli decision to deport more than 400 Palestinians to Lebanon. Work to update the 1975 EC-Israel trade accord slowed down, but the Community has been reluctant to take additional steps because the Israeli government viewed as more flexible in the Middle East peace talks than its predecessor led by Mr Yitzhak Shamir.

Mr Peres said yesterday that Israel, Egypt, the US and the

EC were working jointly to resolve the deportees controversy in a manner "acceptable to all parties", but he declined to offer details. He noted however that Israel could not comply with present UN resolutions because they made no reference to the Hamas deportees.

Mr Peres singled out Israel's willingness to be constructive in an interview yesterday. Recent measures included an end to settlements in the occupied territories, an end to subsidies for Jewish housing in the West Bank and Gaza, and a change in the law banning contacts with the Palestine Liberation Organisation.

The Israeli foreign minister said the Egyptians had been very helpful in trying to resolve the row over the deportees. He also invited EC foreign ministers - the so-called "troika" - to visit Israel, declaring that his government wanted to have a relationship with the Community "more or less parallel with the US".

## Aircraft group to receive \$280m

By Hugh Carnegie  
in Jerusalem

THE ISRAELI government has agreed to provide a \$280m (\$185m) restructuring package to Israel Aircraft Industries, the country's biggest company, in the latest move by the state to bolster its struggling defence sector.

IAI, which says it will report a loss for 1992 of between \$50m and \$80m, will use the package to pay for the dismissal of 1,500 of its 17,400 workers and to invest in a new generation of civilian products in a bid to underpin its strategy of decreasing its traditional reliance on defence markets at home and abroad.

The defence sector, hit hard in recent years by declining world markets for military equipment, has become one of the biggest burdens on the Labour-led government as it attempts to reduce the state's large-scale involvement in industry.

In December, the government pumped more than \$280m into Israel Military Industries to back a recovery plan which will cost 2,500 jobs out of its

7,500-strong workforce. That followed an earlier injection of \$100m in state funds for IAI.

The government, facing historically high unemployment levels of more than 10 per cent of the workforce, is reluctant to see big closures in the defence industries, which account for a large proportion of Israel's industrial output. IAI's annual overseas sales of around \$1.25bn alone account for some 17 per cent of Israeli industrial exports.

IAI said it had been hit by a \$100m shortfall in expected sales in 1992 - ironically, mainly due to the recession in the civilian aircraft sector in Europe and the US.

Under the terms of the government package, it will receive \$20m in cash, will convert a \$30m state loan into cash and equity capital and will receive \$200m in state loan guarantees.

It will get a further \$3m in research and development grants.

The company said it expected to break even in 1993 on sales of \$1.5bn and planned to return to profits in 1994.

## Taiwan's ruling party faces power struggle

A PLAN by Taiwan's president, Mr Lee Teng-hui, to transfer power from old-guard conservatives to a younger generation has triggered a power struggle in the ruling Nationalist party, agencies report from Taipei.

Mr Hau Pei-tsun, the 73-year-old premier, announced at the weekend that he would soon resign to mend a rift between liberal and conservative factions. Mr Hau, leader of the conservative faction, is recommending that Mr Lin Yang-kang, 68, head of the government's judicial branch, be chosen as his successor.

Mr Lee is reported to favour Mr Lien Chan, 66, who now holds the post of governor of Taiwan.

Pressure for Mr Hau's resignation increased after the Nationalists saw their share of

the vote plunge to a record low of 53 per cent in the December 19 parliamentary elections, the first in four decades.

When parliament convened yesterday, Nationalist legislators supporting Mr Hau, in an apparent move to embarrass Mr Lee, did not back the party's endorsement of Mr Liu Sing-fan as president of the parliament.

In addition, the 50 opposition lawmakers of the Democratic Progressive Party walked out during the swearing-in ceremony and took their oaths outside the meeting hall, saying they did not want to take the oaths in front of the Nationalist flag.

The ruling party retained a parliamentary majority but the DPP more than doubled its number of seats to 50 in the 161-seat legislature.

## Bophuthatswana: the slow trek to inevitable oblivion

Patti Waldmeir finds little future for the homeland in any ANC-dominated South African government

THERE is no logic to Bophuthatswana except the terrible logic of apartheid.

That is the argument made by black anti-apartheid leaders who want to see this tiny black "homeland" abolished, and its territory reincorporated into a new South Africa blind to both colour and ethnicity.

They argue that "Bop", as it is disparagingly known, is a creation of apartheid and should disappear along with its creator; that it was granted independence by an illegitimate regime in Pretoria the only government over to recognise it; and that there can be no argument for continued autonomy.

The reality, as always in South Africa, is not so simple. For as the homeland's President Lucas Mangope points out, "Bophuthatswana cannot out, and will not be wished away. For us to change our constitution without dispensation, the change will have to be for

something better or alternatively a future which at least is as good."

The crux of his argument is economic: Bophuthatswana, a nation of 2m Tswana people which gained nominal independence from Pretoria in 1977, has more to lose economically from reincorporation into South Africa than any other homeland.

Economic growth in recent years has exceeded that in almost every other independent African country: the Bop economy grew at a real annual rate of 18.4 per cent in 1985-89, which compares well with even the best-run African economies and far exceeds the performance of other independent homelands (Transkei grew by 3.1 per cent, Ciskei by 7.4 per cent, and Venda by 11.4 per cent over the same period).

Critics argue that, as South Africa's best-endowed homeland, it is bound to be the most prosperous - Bophuthatswana is home to one of the world's largest platinum producers,

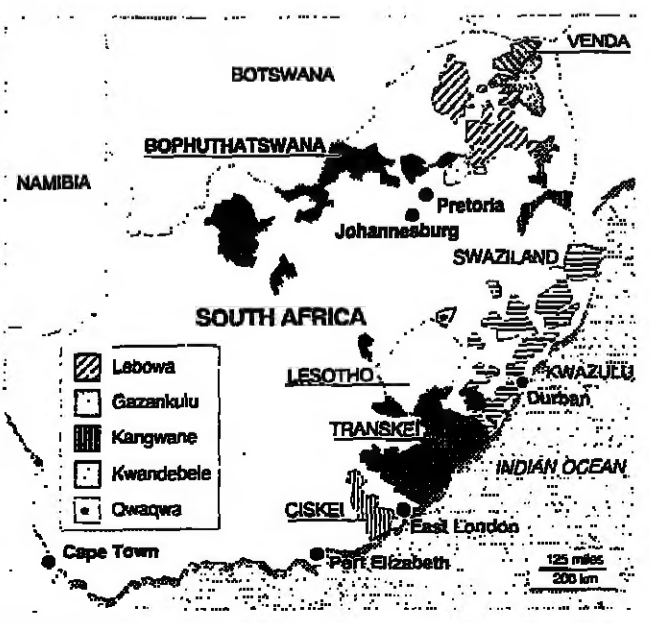
and its proximity to the industrial heartland near Johannesburg has made it the only homeland with any significant industrial development. They ignore the fact that, on a continent which scarcely distinguishes itself by the quality of economic management, Bophuthatswana clearly excels.

But however strong Bop's economic argument for remaining independent, the politics of the new South Africa will win out in the end. Bop officials continue to pay lip service to their demands for self-determination as a homeland for the Tswana people, and back their claims with historical arguments about how the British split their nation in 1910, making part of it a crown protectorate (Bechuanaland, now independent Botswana) and treacherously ceding the rest to the new South African republic. They argue that Bophuthatswana's independence from Pretoria only redressed this historical

wrong. Government officials - including Mr Mangope's eminence grise, Mr Rowan Cronje, former minister in the Rhodesian government of Mr Ian Smith and now Bophuthatswana's minister of state affairs, defence and civil aviation - insist Bop could "go it alone" as an independent state after South Africa is unified.

But realistically, the homeland could not survive with a hostile neighbour in the republic; along with the subsidy, Bop would lose another quarter of its budget if Pretoria cut off payments from the Southern African Customs Union, and remittances from half the homeland labour force, which works in South Africa.

The ANC, for its part, makes clear that no such subtle methods would be used if it were in power: ANC officials say privately that they would "finish Bop off" within days, if necessary through military means. Faced with the inevitability of reincorporation, Bop has



shifted the focus of its political battle to demanding substantial regional autonomy in the new South Africa, in alliance with right-wing Afrikaners who dominate the western

Transvaal and northern Cape regions, over which are strewn six of the seven separate bits of Bophuthatswana. As presently envisaged, Bop's dream of a "TswanaBoer-

land" is unrealistic: it would cover a huge chunk of South Africa, including some of the best gold mines, and would jealously guard mining royalties, company and other taxes for the regional government.

The ANC will grant only far more limited autonomy to this or any other region in the new South Africa, and a long battle lies ahead before a final deal.

A recent Amnesty report concluded that the Bop authorities "have continued to rely on their powers under security legislation to silence their opponents. Violent coercion has occurred through harassment, detention and torture of activists and use of excessive force against demonstrators."

In the end, Bophuthatswana must make its peace with the new South Africa and must make the best deal it can with the ANC, however abhorrent it clings to sovereignty - Bop recently opened its own information office in Larva, of all places - its days of independence are surely numbered.



## NEWS: THE AMERICAS

# Clinton orders flexible rules for Medicaid

By George Graham  
in Washington

PRESIDENT Bill Clinton yesterday ordered his administration to relax controls on how states manage their portions of Medicaid, the national programme that provides healthcare coverage for low income families.

Mr Clinton told the National Governors' Association that he had ordered the Department of Health and Human Services to streamline its procedures for granting waivers from Medicaid rules for states which seek new ways of handling their healthcare problems.

Governors from both parties have complained for years that state budgets are collapsing under the burden of Medicaid, as the federal government imposes more and more requirements on them without providing the necessary funds.

Medicaid accounts for more than 12 per cent of general fund spending by states, and its ballooning costs are eating up revenue gains. The programme is expected to cost the federal budget \$80.5bn (\$23.3bn) this year, a figure the last administration projected would nearly double to \$156.4bn by 1998.

Many states have tried innovative approaches to health-

care reform, but some complain that DHSS waiver procedures have slowed them unnecessarily. Some proposals, such as Oregon's plan to ration healthcare to a fixed list of medical procedures which produced real improvements in health, have been rejected.

The Clinton administration is committed to producing a comprehensive reform plan for the US healthcare system within 100 days, and the governors have urged their former colleague from Arkansas to leave as much flexibility as possible for states to devise their own solutions within a national framework.

The NGA has produced its own plan, endorsing the managed competition approach which is also expected to form the core of the administration's proposals. The governors also urge greater federal support for primary and preventive medicine, including an expanded programme of vaccinations for children.

The New York Times reported that Mr Clinton was considering a proposal for the federal government to become the sole buyer for vaccines, which it would then distribute free, to either public clinics or private doctors.

# Mulroney damps rumours he will go

By Bernard Simon in Toronto

PRIME MINISTER Brian Mulroney of Canada has damped down speculation that he will resign before the general election later this year. However, his message, delivered to members of his Progressive Conservative caucus and to several possible contenders for his job, falls short of a commitment to stay.

Mr Mulroney is said to have told MPs that in the absence of an announcement that he is resigning, they should assume he is staying on. Some political observers still think it possible that the prime minister, who has held office since September 1984, will quit within the next month or two.

The Tories continue to lag far behind the opposition Liberals in opinion polls, and Mr Mulroney's personal popularity is at rock-bottom. The latest Gallup poll gives Liberals the backing of 49 per cent of decided voters, compared to 19 per cent for the Tories.

In preparation for the coming campaign, Mr Jean Chrétien, Liberal leader, last week began a series of speeches in which he plans to outline the results of an exhaustive review of party policy.

Mr Chrétien pledged that a Liberal government would reduce the federal budget deficit both in absolute terms and relative to gross domestic product. The Liberals would "seek to cancel" a C\$4.4bn (\$2.3bn) contract placed by the Canadian armed forces last year for European RH-101 anti-submarine helicopters.

Mr Chrétien has also promised to scrap the 7 per cent goods and services tax, introduced in 1991, which has proved one of the heaviest millstones around Mr Mulroney's neck. The Tories have challenged Liberals to specify how they would replace revenue generated by the GST.

Meanwhile, the government said yesterday that Mr Mulroney would meet US President Bill Clinton in Washington later this week.

# Violence rebounds on Medellín

Colombia is taking a hard line in the battle on drugs, writes Sarita Kendall

THE HUGE blast that ripped through the heart of the Colombian capital on Saturday showed just how difficult it is for the government to protect the public from the random terror tactics of the Medellín drugs cartel.

The 20 people killed by the car bomb were mostly shopkeepers, street sellers and children.

Ten days ago two car bombs hit affluent office and middle-income residential zones in northern Bogotá, triggering intensive security operations, which led to the discovery of 1,500 kilos of dynamite.

The government has said it will not negotiate with Pablo Escobar, the leader of the Medellín drugs cartel, who it is assumed is responsible for the bombs, and there appears public support for the position. The drug and guerrilla violence which previously led people to support surrender negotiations and peace talks appears now to be rebounding on its perpetrators. The public approves of the increasingly hard line adopted by the government since the breakdown of the peace talks with left-wing guerrilla groups in the first half of last year and Pablo Escobar's escape from jail in July.

Colombian television newscasts are preceded by a string of photos showing the nation's most wanted men - guerrilla commanders, bombers, drug traffickers - and the rewards offered for information on them. This tactic has produced results, with two rebel leaders and six traffickers killed or captured as a result of tipoffs. A senior Medellín police officer said that over 10 solid tips are phoned in every day.

Letters from Pablo Escobar to the government, threatening further violence and demanding "political" treatment, have received short shrift. He has spent six months on the run from over 1,000 specialist troops in the Medellín area, and has failed to negotiate a new surrender; the Bogotá bombs are evidence of a new approach.

Pablo Escobar said he was forming an armed rebel group, and that all further dialogue should be carried out on the same terms as for guerrilla organisations. A government



A Colombian bus passenger is frisked for weapons by a soldier

communicate dismissed this as an attempt to disguise criminality as politics, in order to bargain for an amnesty.

Over the past year, the two guerrilla groups, FARC (the Revolutionary Armed Forces of Colombia) and ELN (National Liberation Army), have been found promoting poppy and coca growing, processing and

transport operations. Police commanders say the Escobar organisation has also contracted many of its assassinations of policemen and car bombings to guerrilla units and members of the Medellín popular militias. This has dispelled most remaining doubts about the links between guerrilla and trafficking activities.

Under the state of emergency declared in November and extended for another 90 days last month, the government has stepped up military operations and introduced special legislation to attack sources of guerrilla funding. A new anti-kidnap law approved by the president also raises penalties and freezes assets of

victims and their families - over 1,000 known kidnaps were carried out in 1992, the majority by guerrilla organisations.

The military and police budgets have increased substantially between 1991 and 1993, allowing the formation of new counter-insurgency companies, arms purchasers, higher wages and expanded intelligence networks. Economic targets such as oil and coal infrastructure are receiving greater protection and several bombs have been successfully defused in urban areas.

Despite guerrilla attacks, which brought oil exports to a standstill in November, reducing the country's growth rate, the government still calculates the economy grew by 3.3 per cent last year. While businesses cite security as their chief problem, the economic mood is more optimistic than a year ago. Companies have adapted to the regular power cuts and electricity rationing is gradually being reduced.

The economy thus continues to show the resilience it has demonstrated even through the 1980s when the rest of Latin America was suffering recession. Most independent analysts agree that 1993 growth should be between 3 and 4 per cent and expect the 25 per cent annual inflation rate to drop by another 2 percentage points or so. According to Mr Eduardo Lora, director of the economic research group Fedesarrollo, higher public spending, private investment projects and the oil industry will all help growth.

The government is starting 1993 with a sweeping modernisation programme designed to streamline state institutions in line with the economic liberalisation of the last three years. Apart from abolishing some entities and restructuring others, the programme involves cutting some 23,000 jobs, which is generating hostility among labour unions. A national strike of public employees, including teachers, has been called for mid-February.

None of this has done much to improve the popularity of President César Gaviria, which sank after power rationing was introduced and Escobar escaped from jail. However, political attention is even now shifting away from Mr Gaviria to the candidates for next year's presidential elections.

# Amazon tribe urges expulsion of miners

By Christina Lamb in Brasília

THE leader of the Amazon's largest surviving tribe yesterday protested to Brazil's President Itamar Franco about an invasion of illegal goldminers threatening his people.

Mr Davi Kopenawa Yanomami told Mr Franco that the Yanomami people faced extinction from diseases such as malaria and influenza brought into their territory by the gar-

impetos (miners). He called for immediate action to remove the miners.

According to government figures 11,000 garimpeiros are operating illegally inside the reserve in northern Brazil where the remaining 9,000 Yanomami live. Health Ministry officials recently withdrew from the area, warning of a repeat of the 1987 invasion which resulted in 1,500 tribespeople dying from malaria.

## If you're pursuing wealth abroad take a guide book.



Every month The International provides in-depth coverage of investment opportunities for those living abroad.

With a wealth of authoritative editorial in every issue it's the essential guide to the world of finance. And, because The International is published by the Financial Times, its pedigree is impeccable.

Of course thousands of shrewd subscribers have already realised The International's other great benefit - it's absolutely free. To join them simply complete the free subscription form below.

FINANCIAL TIMES  
MAGAZINE

You have money to invest and live abroad. Please send me, FREE and without obligation, my monthly copy of The International, the personal finance guide for investors residing outside the UK and USA.

My Name: \_\_\_\_\_  
Job Title: \_\_\_\_\_  
Company: \_\_\_\_\_  
Country: \_\_\_\_\_  
Postcode: \_\_\_\_\_  
Sign here only if you wish to receive a regular copy of The International

Signature: \_\_\_\_\_  
Date: \_\_\_\_\_  
The International, Greyhound Place, Fetter Lane, London EC4A 3DF, United Kingdom

Job Status: \_\_\_\_\_  
(1) Proprietor/Chief Executive/Partner  
(2) Employee  
(3) Consultant  
(4) Retiree  
(5) Student/Unemployed

Reason for Requesting: \_\_\_\_\_  
(1) Financial Services  
(2) Construction  
(3) Other Services  
(4) Transport/Travel/Communications  
(5) Distribution/Wholesale/Trading

Age: \_\_\_\_\_  
(1) Under 25  
(2) 25-34  
(3) 35-44  
(4) 45-54  
(5) 55-64  
(6) 65+

Types of Investment currently held: \_\_\_\_\_  
(1) Domestic Equities  
(2) International Equities  
(3) Overseas Bonds  
(4) Property  
(5) Derivatives  
(6) Precious Metals/Gems  
(7) Unit Trusts/Mutual Funds  
(8) Other International Investments  
(9) None

Which of the following do you have?  
(1) Credit Card (e.g. Visa)  
(2) Gold Card  
(3) Charge Card (e.g. Amex)  
(4) None

# PHARMACEUTICALS R&D: PRESCRIPTION FOR SUCCESS

The Financial Times proposes to publish this survey on

## 22<sup>ND</sup> April, 1993

Published as part of the news paper it will be seen by over one million readers in 160 countries world-wide.

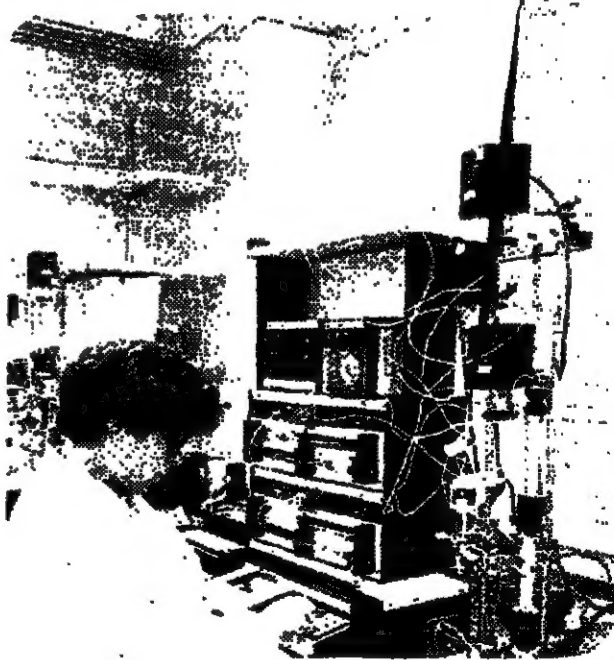
The survey will be seen by more members of the European Parliament\* than any other English language newspaper and 100% of UK business and financial journalists.\*\*

The survey will be individually mailed to UK MP's and senior decision makers in the British National Health Service.

Additionally the survey is being timed to coincide with the International Pharmaceuticals R&D Conference held in Brussels on 22-23 April 1993 and will be distributed there.

Information Sources: \* MORI - Members of the European Parliament 1991. \*\* MORI - Business & Financial Journalists Readership Survey 1991.

FINANCIAL TIMES  
LONDON - PARIS - FRANKFURT - NEW YORK - TOKYO



For further information about the SURVEY and ADVERTISING details, please contact:-

Bill Castle  
Group Head - Client Sales  
Financial Times  
Number One  
Southwark Bridge  
London SE1 9HL

Tel: 071 873 3760  
Fax: 071 873 3062

For further information about the CONFERENCE, please contact:-

Steven Snyckers  
Customer Service Officer  
Management Centre  
Europe  
Rue Caroli 15  
B-1040 Brussels  
Belgium

Tel: 32 2 518 1987  
Fax: 32 2 513 7108



The order follows an earlier SKR600m (£55m) contract from the same Japanese company and will approximately double the subscriber capacity of 73,000 envisaged under the first deal.

OF THE PERFORMING ARTS

CHRYSLER INTERNATIONAL

Jeep Grand Cherokee Limited

Jeep

The American Legend

See us at the Chrysler Corporation



## NEWS: UK

## Guinness trial charges reduced

By John Mason,  
Law Courts Correspondent

THE prosecution of Mr Thomas Ward in the final Guinness trial was scaled down yesterday when two of the three charges he faced were dropped for lack of evidence.

The charges, dropped on the order of the judge, alleged that Mr Ward, the US attorney and former Guinness director, was guilty of false accounting and dishonestly procuring the execution of a valuable security in relation to the £5.2m he received after the company's 1986 takeover of Distillers.

Mr Ward still faces a third charge, which he denies, alleging that he stole the £5.2m from Guinness.

At the start of his defence, Mr Ward told an Old Bailey jury that Mr Ernest Saunders, the former Guinness chief executive, had agreed he should be paid a fee that was "in the millions" for his contribution to the takeover.

The two men agreed this after the Guinness bid had been referred to the Monopolies and Mergers Commission, apparently ending all prospect of the bid succeeding.

Mr Saunders had been unhappy and depressed at the news. His advisers had told him there was nothing he could do about it and had moved on to work for other clients, Mr Ward said.

Mr Ward agreed to search for a solution but insisted he be guaranteed payments of a size similar to those being paid to Guinness's other advisers such as and merchant bankers Morgan Grenfell, the court heard.

The trial continues today.

# Lloyd's syndicates face £924m loss for 4 years to 1990

By Andrew Jack  
and Richard Lapper

GOODA WALKER syndicates at Lloyd's of London suffered losses of nearly £924m in the four years up to 1990 - possibly the largest ever experienced on the insurance market - according to estimates released yesterday.

An interim report from GW Run-Off, the agency managing the defunct syndicates, showed substantially increased losses for 1989 of £231m - or nearly 30 per cent of losses across the

entire Lloyd's insurance market for the year.

Some 4,000 Names - the individuals whose assets underwrite the market - on the seven Gooda Walker syndicates also received initial estimated losses for the 1990 underwriting year of £188m.

Mr Michael Deeny, chairman-elect of the Gooda Walker Action Group, said last night: "This is absolutely horrific. It's larger than we expected and very depressing for Lloyd's Names."

But Mr Ralph Sharp, chair-

man of GW Run-Off, warned that the estimates could still increase substantially because they took no account of losses from asbestosis and pollution or allowances for the collapse of reinsurance companies.

In a measure of the difficulty facing Names trying to meet their commitments to the syndicates, the report showed that only two-thirds of the £598m in calls made from syndicates during 1991 and 1992 had been received by the end of last year.

Syndicate 387 alone posted losses of 750 per cent of its underwriting capacity for 1989, the last year in which it wrote insurance business and the highest ever proportion on a Lloyd's syndicate.

The other syndicates - 164, 230, 255, 256, 258 and 259 - showed losses of between 5 per cent and 150 per cent in the years 1986-90.

Additional costs for 1986-89 rose by £142m, of which £46m was attributed to exchange rate losses and £34m was in further reserves against claims

connected with Hurricane Hugo.

GW Run-Off said it was investigating several aspects of the management of the Gooda Walker syndicates, including under-recovery - making insufficient provision against possible losses - on syndicates 164 and 230, and bonuses and salaries paid to former staff and a fleet of cars charged to syndicate funds.

The report criticised Lloyd's for charging £12m in interest payments at 8 per cent over UK base rates on overdrawn

money held with the market.

Mr Sharp called the charges "excessive".

But Lloyd's defended its decision, which it said had been reviewed as recently as December. It also said the losses were in line with the estimates it had calculated late last year, and was confident these could be supported within the Central Fund, which meets claims that Names are unable to meet.

Mr Deeny said that Names were to issue writs alleging negligence against Gooda

Walker and other agencies within the next month and were confident that they had a strong case.

MSF, the office staff union, is threatening legal action to prevent de-recognition of the union by Zurich Insurance Company when it takes over the troubled local authority insurer, Municipal Mutual Insurance.

The union fears that de-recognition could give Zurich "a free hand to rationalise without consultation".

## Trading outlook 'remains ominous'

By Michael Cassell,  
Business Correspondent

THE trading outlook for UK companies remains "ominous", with under-capacity, cancelled orders and cash flow problems still rife, according to a survey by Trade Indemnity, the credit insurance group.

The survey, conducted among nearly 600 companies during December 1992, contradicts some other, recent findings suggesting that industry may be slowly moving out of recession.

"We continue to express fears that the frost may yet get the green shoots", a Trade Indemnity spokeswoman said.

"There is still plenty of gloom out there and the pessimists' views are supported by the damage being done to cash flow by seemingly insurmountable late payments problems", she added.

According to Trade Indemnity, there has been little change in overall activity levels among Britain's businesses.

Thirty per cent of companies say they are working at less than half capacity and most believe that immediate prospects for any improvement remain bleak.

Nearly half of the companies surveyed - covering all sectors of the economy and with annual turnovers ranging from £1m to more than £50m - do not expect any upturn in activity in the first three months of 1993.

The company, which continuously monitors the financial health of thousands of businesses, also warned that companies remain vulnerable to any economic upturn.

It said that growing numbers of companies, confronted with continuing, high levels of cancelled orders, are still reducing the levels of stocks of raw materials, work-in-hand and finished goods.

When orders started to pick up, the rate of company failures - already at record levels - could rise further, Trade Indemnity added.

## Materials price rises hit builders

PRICES of plasterboard - widely used in construction and home improvements - are set to rise for the second time in eight months, writes Andrew Taylor. The move is likely to increase builders' fears of further price rises as the economy recovers.

Contractors which have taken jobs at fixed prices, simply to cover overheads, could face damaging losses.

British Steel and Pilkington, which supply steel and glass for construction, both announced price increases in the past three weeks. Prices of some imported timber used in construction have also risen after sterling's devaluation.

BPB Industries of the UK, Europe's biggest plasterboard producer, says it will raise some prices by more than 10 per cent from next month. Lafarge Coppée of France and Knaut of Germany, which with BPB supply almost all the plasterboard in the UK, are expected to follow BPB's lead.



An artist's impression of the Forth estuary in the east of Scotland shows the two existing crossings - the rail bridge on the left, the road bridge in the centre - and the proposed second road bridge on the right, which would cost about £275m to build.

## Second Forth road bridge planned with private funds

By James Buxton  
and Andrew Taylor

A SECOND road bridge across the Firth of Forth estuary in the east of Scotland could be built by the end of the century, Mr Ian Lang, Scottish secretary, said yesterday.

Mr Lang announced that feasibility studies are to be conducted into building a privately funded bridge alongside the existing Forth road bridge with associated road links, as well as into a scheme for a rapid transit system linking the bridge and Edinburgh airport with the centre of the city.

Several construction companies have already indicated that they are interested in building the bridge and roads. The government envisages that both projects be funded from tolls levied on the existing and the new Forth road bridges.

The new bridge would cost about £275m and new roads linking the bridges with the existing Edinburgh bypass and the M9 motorway, as well as improvements to the M90 on

the north side of the crossing, about £100m, Mr Lang said.

The Scottish Office also proposes that British Rail builds new stations both on the north side of the crossing in Fife and on the south side to improve rail traffic across the Forth.

Mr Lang said that tolls on the bridges would be set at the equivalent of the 2s 6d levied when the first road bridge was opened in 1964. That would mean a toll at today's prices of £1.25 compared with the present toll of 40p. The toll on the present bridge might be increased while construction of the new bridge was underway to help finance the project and act as a deterrent to unnecessary journeys.

Miller Group, the Edinburgh-based construction company, announced that it was forming a consortium with John Laing and GTM-Entrepose of France to bid for the contract to build the bridge and the associated roads. Bank of America would arrange finance.

Construction groups Balfour Beatty and Trafalgar House

together with merchant bank Kleinwort Benson are also understood to be considering bidding for the project. Other groups expected to be interested include Sir Robert McAlpine and Tarmac.

Trafalgar House and Kleinwort were partners on the privately financed Dartford toll bridge across the River Thames and are working on the privately financed Birmingham northern relief road; John Laing and GTM-Entrepose are jointly building the new Severn bridge which also is being financed privately. Industry observers believe that about six or seven groups may bid for the contract. The Scottish Office would select the winner from a shortlist of three.

Mr Lang implied that completing the project by 2000 was optimistic, although it could be done if the feasibility studies were completed in two to three years, and the bridge built in four years. The capacity of the existing road bridge would be exhausted by the end of the century.

## Britain in brief



### Banks face scrutiny over data

Banks may be evading their own code of practice and breaking the law in the way they obtain permission from customers to use personal and account details, the office of the Data Protection Registrar said.

Mr John Lamlley, assistant data protection registrar with responsibility for financial services at the DPA, said he was seeking a meeting with the British Bankers' Association to raise concerns over how banks were obtaining and using data.

Mr Lamlley said he was worried about the methods some banks appeared to be using to ensure that their customers gave permission for banks to send them details of financial services and to try to sell them other products.

He added that clauses in some application forms which said that a customer must allow personal financial data to be used by all the bank's subsidiaries could be in breach of the banking code of practice introduced last March.

He said that he was examining whether they contravened the first principle of the Data Protection Act, which says information held on computer databases must be obtained and processed fairly and lawfully by companies.

## Enterprise federation

Britain's 300-plus enterprise agencies, which provide advice to new and small businesses, have established a national federation to represent their interests.

Business in the Community, which co-ordinates community activity by large companies, acted as an informal umbrella organisation for the agencies until last June when it announced plans to end the special relationship. Sir Graham Day, chairman of Cadbury Schweppes, has agreed to become the national federation's founding president.

## Training 'ad hoc' in textiles

Textile and clothing companies should invest more in training managers, according to a report by Lancaster University's textile industry research group.

Training systems in textiles and clothing are better organised in Germany, Italy and France, the report says, while training provision in Britain is closer to the ad hoc and relatively poorly co-ordinated systems in Greece, Portugal and Spain.

## Bank declares ban on smoking

The Abbey National bank - one of Britain's biggest employers - announced a total smoking ban in all its offices and 700 branches.

It said it would be offering an interest-free loan of up to £200, repayable over six

months, to enable smokers among its 16,000 workers to have anti-smoking therapy. The bank said more than 80 per cent of staff were non-smokers.

## Pools tax cut recommended

Reduced tax on football pools and a low rate of tax on the new national lottery would be the best combination for all concerned, including the government, a study commissioned by the Sports Council concluded.

London Economics, the consultancy, found that a 7 per cent tax on National Lottery proceeds would benefit the five nominated good causes, the lottery players and the government.

## ITC to consider city TV stations

The Independent Television Commission will examine the possibility of separate commercial city television stations following its decision not to award a single national Channel 5 franchise.

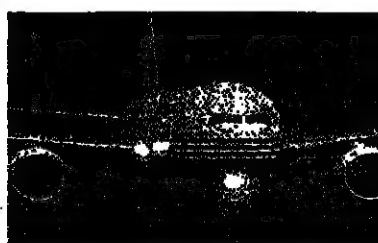
The study will consider what to do about Channel 5 after the rejection of the only application from Channel 5 Holdings, a venture backed by Thames Television and Time Warner.



TRAVEL. DISCOVER HOW DIFFERENT WE ARE. AND HOW VERY MUCH ALIKE.

The magic of flight makes the world seem smaller, the possibilities larger. There are endlessly

fascinating places to explore, ideas to examine, people to meet, opportunities to pursue. Go.



BOEING



■ Sunday newspaper story dismissed ■ Support for Lamont wanes ■ Major acts to boost government's credibility

# Officials hasten to deny rumours of policy rift

By Peter Norman,  
Economics Editor

YESTERDAY was a day that had the government's spin doctors in a spin. Number 10 Downing Street and the Treasury were working flat out to assure the world that there were no economic policy differences between Mr John Major, the prime minister, and his chancellor, Mr Norman Lamont.

For the second day running government officials were denying a story in The Sunday Times that Mr Major had taken overall charge of economic policy and was aiming to cut bank base rates to 4 per cent.

Instead the prime minister's office, the Treasury and Bank of England underlined that last week's surprise cut in bank base rates to 6 per cent from 7 per cent was an act of policy that had been thought through and agreed among the UK

monetary authorities. And so it appears to have been.

A sharp fall in sterling in Far East trading early yesterday forced the government to reiterate its unusually explicit denial of a single newspaper story. For reasons not altogether clear, reports on the UK economy in The Sunday Times tend to exert a powerful influence over foreign exchange market trading in Tokyo.

But the intensity of the government's publicity offensive pointed to the bigger problem of restoring credibility that has dogged the re-balancing of UK economic policy and the person of the present chancellor since Britain left the European exchange rate mechanism on September 16 last year.

Rumours and suggestions that UK policy is being made "by the seat of the pants" and that the prime minister, rather than the chancellor, is in the driving seat

have been around for some time. As far as any dispassionate observer can tell, they do not apply in these circumstances. But the confusion surrounding last Tuesday's cut of 1 percentage point in bank base rates to 6 per cent gave them a new lease of life.

The government story, rehearsed a week ago and repeated yesterday, is that the base rate cut was agreed in principle by Mr Major and Mr Lamont in the week before the final decision on January 26. Since then, there have been numerous reports suggesting that the prime minister was the driving force behind the reduction.

Downing Street yesterday denied that the cut was Mr Major's doing and said it was suggested by Mr Lamont. An official who took part in the meeting between the prime minister and the chancellor said it was a good-humoured affair in which both men agreed that the

rates should be cut and that the timing should be left to Mr Lamont.

It was the timing and execution of the cut that ran into difficulties, illustrating that the chancellor is, if nothing else, accident-prone.

A good time to announce the cut would have been when the big increase of 60,800 in the December unemployment figures was made known on Thursday January 21. However, the authorities had other things on their minds: they were gearing up to announce the appointment of Mr Eddie George as next governor of the Bank of England.

Having missed that opportunity, Monday January 25 would normally have been the occasion for the Bank of England to begin softening up financial markets to expect a cut. However, this proved impossible, because of technical difficulties on the domestic money market caused by a shortage of bills in the hands of the discount houses.

Because the Bank of England was unable to push rates lower in its money market dealings, it took the unusual step of announcing a minimum lending rate of 6 per cent on January 26. There was a whiff of panic about this move for those who were unaware of the money market problems. Concern about the government's action was fuelled by anger among the marketmakers in gilt-edged stock who had been positioning themselves for a large auction of new government bonds the following day and found themselves carrying large capital losses following the Bank's move.

Mr Lamont's presentation of events was not helped by the curious conventions of purdah, the period of self-imposed exile from the press and public events that Treasury ministers and officials undergo each year before the Budget. The last on-the-record interview given by the chancellor had given the

clear impression that he was reluctant to cut interest rates for fear of breaching the government's target of holding underlying inflation within the 1 per cent to 4 per cent range for the life of the present parliament.

His isolation from the media, together with that of Treasury ministers such as Mr Michael Portillo, the chief secretary, and Mr Stephen Dorrell, the financial secretary, made the eventual rate cut all the more difficult to sell as a considered act of policy.

There was no discussion among officials and policymakers about a more drastic lowering of borrowing costs than the 1 percentage point cut.

The government was, and is, concerned not to trigger a free-fall of the pound for fear of increasing imported goods prices and putting its inflation target in jeopardy.

The US approach of bringing short-term interest rates down to 3 per cent has not been considered of the length of the recession. UK officials say the drastic cut in US interest rates was aimed largely at preventing a "credit crunch" in the US banking system and geared to building up US bank profits. US interest rates charged to the consumer have fallen far less than those at which the banks borrow from each other.

The irony of the latest rate cut is that Mr Lamont went ahead with his decision with the specific aim of boosting confidence in the economy after hearing bad news of rising unemployment, falling output and declining retail sales in the latest batch of government statistics. The controversy that has surrounded government policy over the past week will have done nothing to help his goal.

## 'Lame-duck' chancellor is set for summer departure

DEALS from Downing Street are no longer enough. The public support offered by Mr John Major yesterday did nothing to disguise the weakness of his chancellor.

In the eyes of his colleagues on the Conservative benches at Westminster, Mr Norman Lamont is a lame duck. He has the office of chancellor but he lacks its political authority.

That is not the assessment of political enemies but rather of a broad swathe of the Tory party - ministerial colleagues among them. It is impossible to find more than a handful who expect him to remain in No 11 after the summer.

There is a chance they are wrong. The atmosphere which seeps from the lobbies, bars and corridors of Westminster is notoriously febrile. The mood of Tory MPs swings from euphoria to despair with alarming speed. It is hard to recall that Lord Lawson, blamed widely among Conservatives for the country's present economic mess, was not so long ago acclaimed as the architect of an economic miracle. The Tory party is never slow to erect pedestals for its leaders. It is equally quick to demolish them.

Mr Lamont has first-hand experience. He was attacked for his economic policy before last year's general election; praised for the same policy after it.

In the wake of sterling's ignominious exit from the European exchange rate mechanism last September many thought he should resign.

But the interest rate cuts

Many Tories hope the tenant of 11 Downing Street will soon be ejected, says Philip Stephens

which followed and the growth strategy in November's Autumn Statement brought a reprieve, even a brief moment of acclaim.

By January Mr Major had rejected the advice of friends to switch the chancellor to the Home Office in a pre-Budget reshuffle. His decision reflected a combination of stubborn loyalty and his concern not to upset the political balance of his cabinet.

Mr Lamont had skillfully aligned himself with the Eurosceptics. His departure would have given dangerous ammunition to the opponents of the Maastricht treaty.

But keeping him carried a price. The two most precious commodities for any chancellor are the confidence of the City and Westminster and the instinctive trust of the prime minister.

The uncomfortable truth is that the Tory party no longer has faith in Mr Lamont's ability to deliver the economic recovery he has promised so often. His political peers are quite happy to believe he is reading a script written in No 10. And in politics, perceptions often count for more than reality.

A throwaway remark from a middle-ranking minister catches the general mood: "I don't blame Norman but I don't know anyone in the

party who thinks he is an asset as chancellor." A backbench colleague is more blunt: "He should be allowed to deliver the budget and then packed off to the Home Office."

Cabinet colleagues are not briefing against the chancellor. But they make little pretence of expecting him to stay on for more than a few months. Instead they tend to shrug their shoulders, pause and then speculate about his successor.

Other ministers suggest he plays a muted role in cabinet discussions which go beyond a narrow definition of Treasury interests. Mr Kenneth Clarke, the home secretary, and Mr Michael Howard, the environment secretary, are established as front runners for the succession. Mr Norman Fowler, the party chairman, has joined Mr John MacGregor, the transport secretary as possible "compromise candidates".

There is some sympathy for Mr Lamont. The disintegration of the ERM strategy was a collective rather than an individual failure of government. Sympathy, however, does not easily translate into confidence.

A graphic example of the chancellor's weakness came last week in the typical reaction on the Conservative benches to the latest cut in interest rates. Instead of the applause he might have expected,

Mr Lamont instead found the move greeted with deep suspicion: had he been packed into the move or had Mr Major demanded it?

There is no evidence of personal animosity between the two Downing Street neighbours. Neither has yet formed a fixed view on the shape of the Budget. Their meetings are described by insiders as perfectly amicable.

But that is only half of the story. Mr Major and Mr Lamont have never been close political friends. If there is little animosity between them, there is no instinctive rapport. As one insider puts it: "They have to work at it."

The prime minister knows that his premiership hangs on securing economic recovery before the recession does irreparable damage to public finances. So it is hardly surprising that he is taking a less than usual interest in the Budget and has taken the lead in promoting a new industrial strategy.

But tacit acknowledgment by Mr Major's aides that he has been driving policy is hard to square with public pronouncements that Mr Lamont is in charge.

Downing Street sees the risks on financial markets of a public rift. Mr Major has acted to bolster Mr Lamont's standing. But it may be too late. Public expressions of confidence in the chancellor serve only to underline his weakness. Too many at Westminster remember Mrs Margaret Thatcher's description of Mr Nigel Lawson as "unassailable".



Norman Lamont: many Tories believe he lacks the authority needed for the office of chancellor

## Abbey National widens margins

By Scheherazade Deneeshkhu

ABBEY National, the second-largest mortgage lender, yesterday said it was widening its margins by cutting interest rates on some of its accounts by more than the cut in its mortgage rate announced last week.

The bank, which shed its building society status in 1989, is cutting gross rates by 0.85 of a percentage point on the highest band (£25,000 plus) of Instant Saver, its instant access savings account, and by 0.7 of a point across the board on its High Interest cheque account.

Its interest-bearing current account will continue to pay 0.5 per cent gross.

The bank's mortgage rate was reduced by 0.41 of a point to 7.59 per cent on loans of less than £50,000 in response to last week's 1 point fall in base rates.

Abbey National said it had to widen its margins. If it had passed on to borrowers the full base-rate reduction, it would have had to cut savings rates by even more. It suggested that cuts to its 90-day savings account would not be as great as on Instant Saver.

Rates on lower balances in the Instant Access account are being reduced by smaller percentages.

The reduced savings rates come into effect today while existing borrowers will have to wait until March 1 for reductions to monthly mortgage payments.

## Scientists warn of rise in jobless

By Clive Cookson,  
Science Editor

URGENT government action is needed to regenerate British industry, an all-party alliance of politicians, industrialists and scientists warned yesterday.

The Parliamentary and Scientific Committee said: "With-out change, we shall at best become a manufacturing arm of Japanese, American and German companies, whose governments have for years taken a more positive attitude to science and technology and to manufacturing industry than UK governments. At the worst, this will lead to chronic mass unemployment with ensuing community unrest and instability."

The committee does not usually directly advise the government but it has sent its report to the prime minister and ministers responsible for industry, science and education. Its warning follows a confer-

ence on Japan's emerging lead in technology, which the committee organised with the Royal Society.

Sir Gerard Vaughan, chairman, said: "The message from the conference was clear and extremely disturbing: unless we make major changes, this country will become largely a labour market for other countries, without an adequate manufacturing base of our own. This will be disastrous for our future prosperity."

The committee points out that the combined research and development expenditure of five Japanese companies - Hitachi, Toyota, Matsushita, NEC and Fujitsu - matched all such private-sector spending in the UK.

It says: "The government must manifestly exert leadership in promoting recognition that science and technology are a crucial part of manufacturing industry and that both are essential for this country's future."

## Experts at odds on pound's value

By Emma Tucker,  
Economics Staff

THE relative value of the pound is not something on which economists easily agree. The latest slide in sterling has done little to narrow their differences, and the arguments about whether the UK's currency is overvalued or undervalued continue.

Last year, before the UK left the exchange rate mechanism and floated the pound on the foreign exchanges, the Treasury plus a number of City and academic economists argued that the pound was correctly valued at a central rate of DM2.95.

The main argument was that the price of tradeable UK goods was roughly on a par with European goods, converted at the exchange rate prevailing then.

Others argued that DM2.95 was too high, and was pricing UK goods out of the international marketplace. They pointed to the size of the UK's visible trade deficit in the middle of a recession as evidence

that manufacturing industry was unable to compete against Europe.

The latest drop in the pound to around DM2.38 puts sterling about 15 per cent below its old ERM floor of DM2.78. Predictably enough, some of those economists who thought the pound was correctly valued before devaluation now argue that the exchange rate has slipped too far and will lead to higher inflation.

Others are looking for it to fall even further before industry can regain international competitiveness.

Mr Bill Martin, chief economist at UBS Phillips & Drew, believes that the pound needs to fall to roughly DM2.00 and to parity against the dollar, over the medium term, before the country can deliver reasonable growth levels and relatively low unemployment. Low inflation would be delivered by the government acting to restrain consumer spending.

But Mr Peter Spencer, chief economist at Kleinwort Benson, says there is already evidence to suggest that the UK

currency is heavily undervalued against the European currencies, if fairly valued against the dollar.

"You only have to look at some of the industry location decisions which are being taken at the moment, such as Hoover's decision to close its factory in Dijon, in France, and concentrate on its factory in Scotland," he says.

Economists will continue to disagree as long as different ways exist of assessing the currency's value.

Those who argued that sterling was appropriately valued at DM2.95 when Britain was in the ERM were using the "purchasing power parity" valuation method. This states that the correct exchange rate between any two currencies is the one that equalises the price of the same traded item in both countries.

The problem with this method is that it ignores other economic fundamentals, apart from export prices, which determine whether a currency is valued at a sustainable level on the foreign exchanges.

Thus Mr Martin argues that the PPP method gives a misleading view of a currency's value.

It is all very well for the companies that have survived to price their goods on a par with Europe and the US, but that ignores those companies that went out of business in the 1980s, unable to compete with the pound at that level.

The other method for assessing the value of a currency is to use macroeconomic models to estimate the exchange rate at which the economy can return to the trade account into balance in the medium term.

The two methods tell very different stories. For example, the PPP method suggests that the D-Mark is overvalued, while the second method suggests that the currency, given Germany's large trade surpluses during the 1980s, was undervalued.

It is probable that they will continue to tell a similarly inconsistent story about sterling as the latest drop in the currency makes its mark on the economy.

## How European slowdown is blocking exports

THE EXPERIENCE of the West Midlands suggests that the competitive advantage given by sterling's devaluation is being blunted by the slowdown in other European economies, especially that of Germany.

The slowdown in these economies is diminishing opportunities for a sustained increase in manufactured exports.

Mr David Botterill, chief executive of the West Midlands Engineering Employers' Federation, said: "On balance, those companies that have established export positions are finding it [the devaluation]

favourable and a counter to any diminution in these markets. For those with less established positions it's not clear whether increased inquiry is translating itself into orders."

Market pressures in the larger European economies are increasing. Mr Eddie Kirk, chairman of Frederick Cooper, which exports specialist metal castings and rubber products to Germany, said that devaluation would change nothing overnight, but German companies were "more ready to take price cuts to hold on to their market share" because home demand for German manu-

Paul Cheeseright looks at why devaluation has failed to deliver the hoped-for competitive edge

facturers was falling. Devaluation poses problems for pricing policy. Sterling has been trading at about DM2.40 until this week, compared with its previous ERM floor of DM2.78. Mr Kirk doubted the wisdom of pricing at present exchange rates.

The calculation at Frederick Cooper is that, in the medium term, sterling will recover against the D-Mark as German interest rates come down. For

Mr Kirk pricing at DM2.70 is a realistic rate. But it eliminates some of the competitive advantage.

Mr Stephen Hayes, finance director of Bromsgrove Industries, explained that with automotive component exports, devaluation has "enabled us to secure the larger share of contracts which are overseas-based, where we're on a dual source". Bromsgrove is finding its share of a supply schedule

raised while that of, say, an Austrian company, is diminished.

Yet customers are not prepared to allow UK companies the full margin of improvement implicit in the devaluation. Mr Hayes said: "Buyers are not fools." Buyers observe the potential ability of UK companies to make greater sterling profits at the same selling price and push for price reductions.

Mr Stephen Birch, export sales manager of Kenrick & Jefferson, the security printer, said that in price negotiations long-standing customers are telling the company that the effect of devaluation should be taken into account in the agreed selling price.

On the other hand prices of imported materials are rising. Hampson Industries reported that the sudden change in foam and fabric import prices for its furniture division forced it to offer its customers higher delivery prices or delayed deliveries while it re-sourced its materials.

### MANAGEMENT COURSES

Making the transition to junior middle management, requires a range of fundamental business skills that can take years to achieve. The MBS Business Awareness Programme aims to provide these during a small intensive residential course. Active participation and the frequent use of small syndicates and discussion groups characterise the course. As one of Europe's leading business schools, this programme will quickly make your junior middle managers more effective, efficient, confident and motivated.

### A HEAD START IN BUSINESS FOR graduates AND junior managers

The course will be held on 18 - 24 April 1993 and 14 - 20 November 1993.

For bookings or further information complete and post the coupon below to: Leigh Thomson, Management Centre, Manchester Business School, Booth Street West, Manchester M15 6PL. Telephone 061 275 6407/6 or Fax 061 275 6362. For immediate information quoting ref. no. FT/BAF 3

Please send no further information on the Business Awareness Programme

NAME \_\_\_\_\_ POSITION \_\_\_\_\_  
COMPANY \_\_\_\_\_ ADDRESS \_\_\_\_\_  
POST CODE \_\_\_\_\_ PHONE \_\_\_\_\_

### YOU WANT A QUALITY OFFICE EFFICIENT STAFF AND PEACE OF MIND AND YOU WANT IT NOW.

Regus  
Our business centres are there for you. When you want them, for as long as you need them.  
Tel: London 071 872 8899  
USA: Toll Free +800 331 6664  
Your partner in over 70 international business locations



## MANAGEMENT: THE GROWING BUSINESS

## BBC's capital venture

These are venturesome times. Prime Minister John Major returns from India and makes a plea for industrialists to become "merchant venturers" while BBC 2 launches a prime-time series on venture capital entitled *The Adventurers*.

The six-part TV series follows a year in the life of Grosvenor Venture Managers, a medium-sized company which will back most deals apart from start-ups. The series provides an intriguing picture of a little-understood financial sector.

A problem is that while the fly-on-the-wall technique is good at conveying impressions it falls down on explanations. Why should the BBC be devoting six Sunday evenings to venture capitalists? What is their contribution to the economy and how are they different from bankers - apart from driving smarter cars? This last question is central to the debate going on within pension funds, banks and the venture firms themselves on whether venture capitalists earn their keep.

What is the viewer to make of venture capitalists from the first two episodes? They do not appear to lead lives which are obviously more exciting than those of many other City professionals though episode two conveyed the brinkmanship involved in some of their deals.

Despite the liberal use of Grand Prix scenes, episode two could only confirm the essentially banal nature of the game. The buzz provided by the Troubadour series is lacking, presumably because investing money is less visual than making sports cars or brewing beer.

The *Adventurers* was conceived at a time when venture capital still retained something of its buccannery image for backing start-up, high-technology businesses. It has reached the screen at a time when a growing number of those involved are only too happy to drop the venture tag and settle for the more prosaic title of provider of private equity.

CB



Cutting red tape

service but she still resents paying for an audit she is convinced she does not need.

"I can understand the necessity for an audit in a large concern where there is a lot going on and they are dealing with other people's money, but I don't see the need in a small business," she says. Lunn and her husband are the only shareholders in the Farnborough-based company, which has a workforce of 12, sales of just over £1m and no bank borrowings.

The audit is costly - the present accountant charges £2,500 for preparing annual accounts and carrying out the audit - and also takes up time. "Half a day goes on the meeting with the auditor, usually at an inconvenient time, and then there are the follow-up queries. If we weren't required by law to have an audit we wouldn't need to employ a certified auditor and we could go to a bookkeeper or do the job ourselves," she says.

Lunn is not alone among small business owners in querying the value to small businesses of the audit. This issue has also vexed governments, the accountancy profession, banks and tax authorities for more than a decade.

For the third time in 10 years the Department of Trade and Industry is engaged in a review of the small company audit and it expects to produce a discussion document in the next month or so.

Spurred by growing concern about the burden of red tape on small firms, there appears a growing consensus that the small company audit must go. But the debate is by no means over and there is certain to be heated discussion about the level at which the audit ceases to be necessary. There is also disagreement over whether or not it needs to be replaced by a simplified report on the finances of the smaller firm.

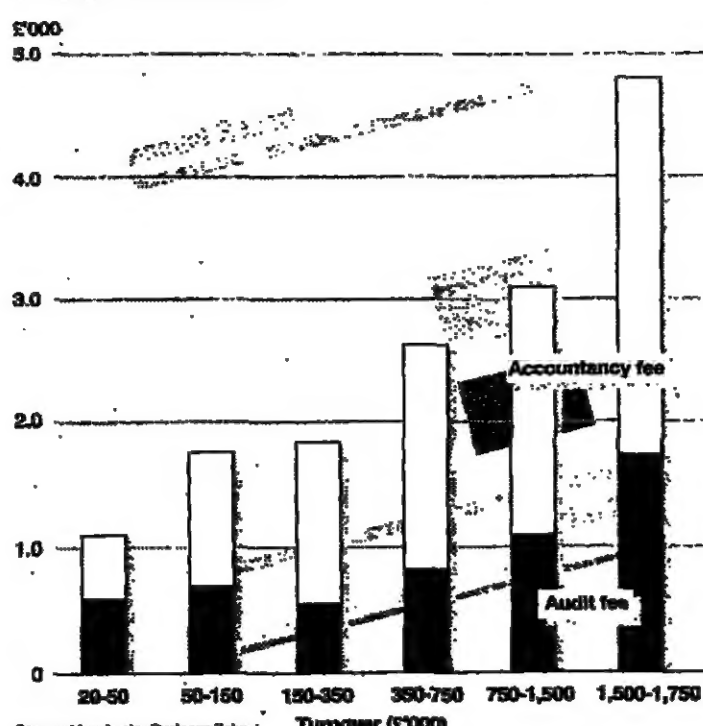
Defenders of the small company audit argue that it provides an independent review of the business for suppliers, banks and taxman. It also forces the business owner to keep his or her accounts in order.

Abolitionists say the audit is an unnecessary expense; that the requirement to file accounts with Companies House ensures records are kept; and that outsiders have other ways of monitoring performance. Freed from the audit, small business owners would regard their accountant as a friend and adviser,

Charles Batchelor reports on mounting pressure to drop the burden of small company audit

## Unloved expense

The audit burden



Source: Manchester Business School

Turnover (£000)

Audit fee (£000)

Accountancy fee (£000)

The Chartered Association of Certified Accountants and many small accountancy firms. There are signs that the banks are coming round to the idea, while the Institute of Chartered Accountants in England and Wales, though it did not oppose the plan in the past, is now more positive.

**Freed from the audit, small business owners would regard their accountant as a friend and adviser, not as an official snoop**

the company with sales between £100,000-£200,000, say consultants Graham Knack and Partners.

Opposition to abolition of the small firm audit has mainly come from the tax authorities, the banks,

The ICA suggested in a consultation document last August that companies with sales up to the VAT registration threshold of £26,000 should no longer be required to undergo an audit. Those with sales

up to £200,000 should be able to dispense with the audit if shareholders were unanimously in favour.

But removal of the audit would not free companies from external checks. The ICA wants in its place a "compilation report", based on financial information in the annual report and accounts. This report would have to be signed off by a qualified accountant.

Banks are prepared to back the proposal for removing the audit for companies with sales of less than £26,000, but are not keen for larger companies to jettison the audit, even if all shareholders agree. The British Bankers' Association says it wants to go "one step at a time".

Feedback from ICA members to the consultation document has shown 70 per cent are in favour of relaxing the audit rules, although most demanded that shareholders voted unanimously in favour even in the smallest of companies.

In spite of more than a decade of debate many accountants still appear confused at the likely impact of removing the small firm audit. Many argue that it would not make much difference to the smaller firm while claiming it would lead to a sharp reduction in accountancy fees.

Much work involved in the audit results from the need to comply with the Companies Act, says Lance Blackstone of London accountants Blackstone Franks.

"A lot of time is taken up with checks for compliance purposes," he says. "Without an audit there would be fewer notes to the accounts."

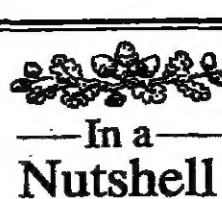
Others are less sure. "We are sceptical about the extent of the savings which the proposals can be expected to secure," says Paul Chisall, assistant director at the BBA.

But the deep-seated fear of many of the 14,000 accountants who are registered auditors is that abolition of the statutory audit will allow companies to compile accounts for bankers to come to a company would shop around for any Tom, Dick or Harry to sign their compilation report," says Panos Mavrou, a sole practitioner.

There is little doubt that many small companies would opt for the cheapest solution to the chore of preparing accounts. But great care will be needed in framing any new rules.

The introduction in 1981 of abbreviated accounts for small businesses had the perverse effect of increasing the amount of work involved, since they could only be compiled from the full accounts.

Proponents of abolition point to the US and many countries in continental Europe which do not require small companies to have an audit or to publish accounts. This has not prevented the development of a strong small business community.



## Red tape strewn across Europe

British exporters believe regulations and red tape will represent the largest non-tariff barriers to selling in continental Europe, followed by discrimination against non-local goods and services.

One in 10 exporters regard Germany as the most difficult sales destination because of the high-quality standards and competitive pricing demanded, according to a survey of 450 small businesses by Barclays Bank. France was seen as most likely to impose red tape or to discriminate against imports.

Despite this 81 per cent of exporters were optimistic about future prospects. One third have increased their export sales and promotion and a similar number have made new contacts abroad.

## Finding the right French manager

Small- and medium-sized high-technology companies keen to establish a subsidiary in France may be eligible for a special assistance programme which has been launched in Montpellier.

The Montpellier Languedoc Roussillon Technopole has created an "incubator" unit for British and US companies.

The unit's staff will help companies find an experienced French manager to establish and manage the subsidiary, will provide help with the preparation of a business plan and provide premises at subsidised rates. The cost of these services is 1 per cent of the French subsidiary's revenues over its first two years.

Contact Montpellier Technopole, c/o Peter Prouse Associates, The Coach House, 34 Bridge Street, Leatherhead, Surrey KT22 8BZ. Tel 0372 353023.

## Partnerships in the local economy

A business partnership combining the efforts of local companies, business support groups and

public sector organisations has been formed in Hertfordshire to boost the local economy.

More than 100 business people and representatives of business organisations attended the first meeting of the Hertfordshire Business Forum last month. The main instigators of the initiative are the county's Training and Enterprise Council, the county council and its development organisation, which was set up to attract investment.

Traditionally prosperous Hertfordshire has been spurred into action by the loss of some 13,000 jobs in defence-related companies such as Rolls Royce and British Aerospace.

Contact Herts TEC, New Barnes Mill, Cottonmill Lane, St Albans, Herts AL1 2HA. Tel 0727 41489.

## Brain and business form industry club

Durham University has launched an Industry and Commerce Club to encourage collaboration between its academics and companies in north-east England.

The university has taken its lead from the much higher level of informal contact between universities and industry in the US and believes many businesses are unaware of the relevant expertise academics have in product, planning and management problems.

Ninety companies, from small businesses to multinationals, attended the launch. The university hopes the club will enhance the performance of north-east industry. First-year membership is £200 plus VAT a representative or £500 for up to three representatives.

Contact Prof. Bernard Smythe, Durham University, Old Shore Hall, Durham DH1 1HP. Tel. 091 374 6882.

## Fifth less new starts in 1992

A total of 380,000 new businesses were started in 1992, a fall of 22 per cent on the year before and well below the peak of 530,000 in 1990, according to National Westminster Bank.

Since 1989 an estimated 2.4m new businesses have been formed of which two thirds are still thought to be trading.

More businesses are making use of the founder's personal resources to start. In 1992, 65 per cent used their own money compared with 37 per cent in 1991 while just 20 per cent used bank finance compared with 41 per cent.

## BUSINESS OPPORTUNITIES

READERS ARE RECOMMENDED TO SEEK APPROPRIATE PROFESSIONAL ADVICE BEFORE ENTERING INTO COMMITMENTS

## IMMEDIATE OPPORTUNITY IN FOOD PROCESSING

- 2.3 acre site located 15 miles from Shrewsbury
- Production area in excess of 30,000 sq ft with workshops, stores, plant rooms, staff areas etc
- Labour available with food production and plant engineering experience
- Suitable for redevelopment or conversion
- Available for B1, B2 or B8 usage
- Financial assistance from the Development Board for Rural Wales.

Inquiries to Nigel Durman at Weatherall Green & Smith, telephone 071-405 6944 or Bryan Edwards at the Development Board for Rural Wales, telephone 0486 626965.

## Rural Wales

THE BRITISH BUSINESS PARK

## Baltic Businessmen Propose Cooperation

Trade Industrial Company LEVEL LTD (Latvia) would like to offer wholesale:

- 1) Cotton yarn of different Metric Numbers - the volume of delivery up to 200 Metric Tons per month.
- 2) Wool - the volume of delivery up to 200 Metric Tons per month.
- 3) Matches (USBR) - the volume of delivery 20,000,000 per month.
- 4) RAF Wagon Automobiles - the volume of delivery up to 20 automobiles per month.
- 5) Fresh meat - the volume of delivery up to 100 Metric Tons per month.
- 6) Canned meat (wide assortment).
- 7) Canned fish (wide assortment).
- 8) Lamps, lustres, chandeliers, candlelamps, daylight lamps, wall lamps.
- 9) Electric bulbs.

We are ready to conclude contracts of long-term cooperation. TELFAX: +4699-348822. Tel: (0132) 567252; (0132) 564280. ADDRESS: LATVIA RIGA RAUNAS ST. 44 LV 1055.

## SALES AGENTS IN GERMANY

Are you looking for sales agency representation in Germany, and have so far failed to secure a good organisation? I have evolved a system over the years that has proved successful for my own companies, and I am now willing to do the same for others. The costs are minimal, and the success rate is high. I can also arrange for your own office in Germany without having to employ your own staff. If you wish to know more, please contact me.

Box A8282, Financial Times, One Southwark Bridge, London SE1 9HL.

## IMMEDIATE ACCESS INTO EUROPE

TAKE ADVANTAGE OF THE NEW SINGLE MARKET AND EXPAND INTO EUROPE WITH A HAMBURG PARTNER ESTABLISHED 1965

Well reported Hamburg - Forwarding - Shipping - Trading Company with modern facilities in city centre, experienced staff all fluent in English seeking cooperation/partnership with U.K. - International Organisation. Box A4700, Financial Times, One Southwark Bridge, London SE1 9HL.

## LEADING RECRUITMENT CONSULTANTS

- Prominent recruitment consultancy - principal Midlands city
- Recently formed with substantial professional experience
- High quality client base - looking to profit from new market opportunities
- Second stage finance required for expansion & diversification
- Constructive participation in management will be welcomed

Reply to Box A4709, Financial Times, One Southwark Bridge, London SE1 9HL.

## of interest to consultancies in MARKET AND ECONOMIC ANALYSIS

Our clients, a small well established consultancy in market and economic analysis based in central London, are seeking some sort of joint arrangement with a company or companies in a similar field to take advantage of U.K. recovery in 1993. This arrangement might be anything from a simple sharing of office and overheads to a merging of business or something in between and would be of interest to a consultancy with fees of around £200-500,000 a year.

Interested parties are invited to write with the envelope policy marked 'SEA Confidential' to Stephen Hall PCA, Howard Phillips, Prospect House, 2 Ashmore Road, Whitstable, Kent ME8 5NE

## PARTICIPATIVE INVESTOR(S) SOUGHT

for six year old marketing services company (leisure industry). Due to significant increases in order levels our market place expands out of recession and new opportunities being made available to the company, we are now seeking finance of £100,000 (maximum) from one or more investors to enable business expansion. A significant equity stake would be available for the right investor(s).

Interested parties please fax details to: 0635 255195

## MANUFACTURING SOFTWARE

A software house serving a vertical market in manufacturing systems seeks a substantial partner to invest in or acquire the business in order to realise its full potential. Current profitability in excess of £100,000 p.a. Principals only. Box A8283, Financial Times, One Southwark Bridge, London SE1 9HL.

## THE TIME IS RIGHT TO BUILD AGAIN

Equity partner(s) sought for superb development in prime location. Please apply directly to the principal. Box A4736, Financial Times, One Southwark Bridge, London SE1 9HL.

Entrepreneur needs £150,000. Projected worth to investor in 18 months £350,000. 3 Belle Court, Cambridge. CB3 0AH or Tel. 0223-337765. Investment in unlisted business carries high risks, as well as the possibility of high rewards. Potential investors are advised to take professional advice before investing.

RECENTLY LAUNCHED National Magazine Title with potential growth requires additional finance. Moderate 5 fig. sum req'd now. Write to Box A8284, Financial Times, One Southwark Bridge, London SE1 9HL.

## PRIVATE FAMILY COMPANY

with one million assets plus cash wish to merge with public company (full listing) in suitable sector. We would consider public company in need of cash injection provided it had operational companies. Up to two million in cash available to suitable company. Contact: Box A4737, Financial Times, One Southwark Bridge, London SE1 9HL.

## PERSONAL CARE/OTC BRANDS WANTED

International Company seeks outright purchase Distribution of Licensing Rights for UK and/or Abroad. Suit Companies holding to OTC and concentrate on main care activities. Jeffrey Green Russell, 56 New Bond Street, London W1X 9DG. Ref: DRJ

Write box number A8281, Financial Times, One Southwark Bridge, London SE1 9HL.

## LONDON, W1 PURPOSE-BUILT DOUBLE-FRONTED HOTEL

17 BEDROOMS, COMPLETELY REFURISHED. ALL WITH WARMWATER, CH. CHW. LFT. DINING ROOM. LOUNGE. LACED FITTED KITCHEN. PLUS TWO KITCHENETTE. LAUNDRY ROOM. OFFICE. STORAGE. 8 YEAR LEASE (RENEWABLE). £46,000 P.A. PRICE £28,000. Fax: 071 482 6081.

## ALGARVE, PORTUGAL Land For Sale

Full Planning Permission For: 50 Bed. Hotel (3 Star), 90 Town Houses, 13 Villas, Swimming Pools, Tennis Courts, Mini Golf. PRINCIPALS ONLY Telephone (0752) 708555

## Management Buy-Out

What is your company worth? For specialist valuation, as used by venture capitalists. £49.95 + VAT. For further details contact: BLAS (London) Ltd, 28 Grosvenor Street, London W1X 9FE Tel: 071-917-9711 Fax: 071-917-6002

## "ORANGE"

New product, non hazardous, biodegradable, computer/office equipment cleaner (non aerosol). Interested in contacting companies selling to this market in USA.

Write to Box A4738, Financial Times, One Southwark Bridge, London SE1 9HL.

## Looking For Product Line

Our Co. is an Aircraft Engine Mfg. with 50,000 sq. ft. - 150 People - with complete manufacturing facilities, and looking to diversify. We would like to either buy, merge, or work out other arrangements. Call Jay Tel: 718 492 7400 Fax: 718 439 3590

## CHANNEL ISLANDS

Offshore Company Formation and Administration. Also Licenses. Panama & BVI etc Total offshore facilities and services. For details and application write to: Cayman Ltd, Belmore House, 2-4 Belmore Rd, St Helier, Jersey, C.I. Tel: 0334 78774. Fax: 0334 35491 Tel: 4152327 CORMORANT C

## PRIVATE INVESTORS

portfolio with only potential to add value. We have listed equity (up to £1.5 million) and proven management expertise. Details to advertisers' solicitors: Jeffrey Green Russell, 56 New Bond Street, London W1X 9DG. Ref: DRJ

## LADY DIRECTOR OF NURSING HOME

(established 1987) seeks capital for second Nursing Home in the Bucks area. Principals only please. Box A468, Financial Times, One Southwark Bridge, London SE1 9HL.

## FOR SALE

Contents of a Sheetmetal Workshop inc. CNC Machinery. Enquiries to Box A8289, Financial Times, One Southwark Bridge, London SE1 9HL.

## BUSINESS WANTED

## COMMERCIAL VEHICLE CONTRACT HIRE BUSINESS

We are a wholly owned subsidiary of a major plc, wishing to expand our substantial commercial vehicle contract hire company.

If you wish to dispose of your commercial vehicle contract hire company, or you are a franchised truck dealer with a contract hire fleet you wish to sell, then write in strictest confidence to:

Box H6758, Financial Times One Southwark Bridge, London SE1 9HL

## BUSINESS WANTED

## PLASTIC PACKAGING COMPANIES

We are an expanding group in the plastic packaging business and we wish to acquire other companies in our industry which

- Are in the flexible plastic packaging industry.
- Have a turnover in the range of £1 million to £15 million.
- Are U.K. based.
- Preferably have a management team looking to continue.

Write to: Box A8277, Financial Times, One Southwark Bridge, London SE1 9HL

## ESTABLISHED EUROPEAN FOOD GROUP

wishes to purchase U.K. based trading and/or manufacturing companies dealing in bulk raw materials, frozen foods, processed foods and products allied to the food trade. Funds of up to £3.0 million are available for this expansion programme. Total confidentiality will be assured to all respondents.

Write to Box A4737, Financial Times, One Southwark Bridge, London SE1 9HL

## BUSINESSES WANTED/ VETERINARY PHARMACEUTICALS/SUPPLIES

Major UK plc with established veterinary base wishes to purchase Companies/Pharmaceutical products or Agent lines for manufacture and/or distribution in the U.K. or international animal healthcare markets.

Principals only. Write to Box A4641, Financial Times, One Southwark Bridge, London SE1 9HL.

## BAYTREE INVESTORS

An International Acquisitions Firm is seeking to buy companies with turnover of \$10,000,000 plus, in Trucking, Manufacturing, Mechanical Contracting, Financial Services. Principals or their advisers, please contact:

JOHN FITZGERALD B.L. BAYTREE INVESTORS 6 Sullivan's Quay, Cork, Ireland. Tel: +353 21 963877 Fax: +353 21 316273

## HAULAGE BUSINESS REQUIRED

Expanding Contractor Requires Haulage Fleet Based Between South Yorkshire and Midlands. Must Contain a Large Number of 32 Tonne Rigid 8 Wheel Tipper.

Please send brief details to: Box A8256, Financial Times, One Southwark Bridge, London SE1 9HL.

## APPLICATION SOFTWARE HOUSE

Expanding software and computer services organisation seeks to acquire application software house to complement existing business. Merger possible. Write to Box A4705, Financial Times, One Southwark Bridge, London SE1 9HL.

SPECIALIST LIGHTING BUSINESS Fortune 200 US Multinational Seeks Product Line for Relocation to its Republic of Ireland Plant. OEM Non-Consumer Light Emulsion/Detection Product Serving Niche Market. £1M-£5M Annual Turnover Range. Phone 010 353 61 472577 Fax 010 353 61 472590

EXPANDING PUBLISHING COMPANY Seeks To Acquire Specialist Consumer Magazines Or Publishing Company With Good Ideas. Write to: Geoff Smith, Sky Hayward, Spencer House, 23 Sheen Road, Richmond, Surrey TW9 1BN.

VERY LARGE PLC with solid core business is seeking to expand its Laboratory/Test House activities by acquiring related businesses. Of particular interest are those established and active in Environmental Consultancy and Consumer Goods Testing. Write to Box A8271, Financial Times, One Southwark Bridge, London SE1 9HL.







## PRINTED CIRCUIT BOARD MANUFACTURER

The business and assets of the Central Circuits group of companies are offered for sale as a going concern

- Manufacturer of conventional multilayered and PTH boards, based in Telford, Shropshire
- Freehold and leasehold factories of 63,500 square feet
- Annual turnover of £8 million with well established customer base
- Plant and equipment with a book value of £2.5 million
- ISO9000, BS5750, UL & MILSPEC Approvals
- Skilled workforce of 200

For further information, contact the Joint Administrative Receivers  
Andrew Menzies or Ken Jones of Robson Rhodes

## ROBSON RHODES

Centre City Tower, 7 Hill Street, Birmingham B5 4UU.  
Telephone: 021-643 1936. Fax: 021-643 4993

Authorised by the Institute of Chartered Accountants in England and Wales to carry on investment business.

## COMPUTER RETAIL CO

B.J. HAMBLIN & P.R. HAMBLIN  
offer for sale the business and assets of  
**FUTURE WORLD  
COMPUTERS LIMITED**

- Specialising in all leading brands of home video consoles and software.
- Established for 18 months.
- £2.5 million turnover.
- 6 leasehold shops in prime locations situated in Bedford, Luton, Welwyn Garden City, St. Albans, Northampton and Residun.
- Leasehold warehouse and office premises, 5000 square feet located in Bedford.

For details, please contact:  
P. Robert Hamblin or Brian J. Hamblin  
Pannell Kerr Forster  
Pannell House  
159 Charles Street  
Leicester LE1 1LD  
Tel: 0533 856611  
Fax: 0533 854651

Authorised by the Institute of Chartered Accountants in England and Wales to carry on investment business

## PANNELL KERR FORSTER

CHARTERED ACCOUNTANTS

## Z. Brierley Ltd

(In Administrative Receivership)

The Joint Administrative Receivers offer for sale the business and assets of the above company

- Long established precision manufacturers of high tech CNC and conventional drill grinding machines
- World wide blue chip customer base
- Turnover in the region of £1.4 million per annum
- Excellent spare parts business
- Operating from fully equipped freehold premises in Llandudno Junction

For further details please contact the Joint Administrative Receiver F.W. Taylor Ernst & Young, Silkhouse Court, Tithebarn Street, Liverpool L2 2LE. Telephone: 051-236 8274. Facsimile: 051-236 0158

## ERNST & YOUNG

Authorised by the Institute of Chartered Accountants in England and Wales to carry on investment business.

## TRAVEL AGENCY FOR SALE LONDON

Fully equipped & licensed ASTA/ATA/ATOL Travel Agency £1.7 million retail trade. Consolidator. Excellent potential.

Write to Box A8283, Financial Times, One Southwark Bridge, London SE1 9HL

## ENGINEERING COMPANY FOR SALE

BS 5750 registered and profitable West Midlands engineering company for sale. Projected turnover of £1.5M to diverse blue chip customer base. Net asset value of around £500K. Principals only to: Box A4727, Financial Times, One Southwark Bridge, London SE1 9HL

## OPPORTUNITY TO ACQUIRE GROUP OF RETAIL COMPUTER SHOPS IN THE HOME COUNTIES

Turnover c. £2 million. Applications in writing from principals only to: LAWRENCE GRANT, 37 STANHOPE HILL, STANHOPE, MIDDX HA7 3DS

## Smith & Williamson

Corporate Finance • Corporate Support • Corporate Finance • Taxation • Building • Investment Management • Personal & Life Assurance • Accounting • Auditing • Management Consultancy

## FRANK ENGLAND & COMPANY LIMITED

The Company is a manufacturer and supplier of monumental memorials in marble, granite and other natural stones to retailers. The principle features of the business are:

- ★ Turnover circa £1 million per annum
- ★ Significant order book/customer base
- ★ Experienced and dedicated workforce
- ★ Leasehold premises in Retford, Nottinghamshire
- ★ Fully equipped workshop
- ★ Substantial stock

For details, please contact Michael Stevenson or John Bell at the offices of Smith & Williamson, No. 1 Riding House Street, London W1A 3AS, Tel: 071-637 5377, Fax: 071-323 5683, or at Frank England & Company Limited, Tel: 0777 708711/2

Smith & Williamson Securities  
Chartered Accountants  
Registered to carry on stock and securities business by the Institute of Chartered Accountants in England and Wales

## HOLTBRAID LIMITED (In Administrative Receivership) MENSWEAR MANUFACTURER

The Joint Administrative Receivers, L.J. Baehr FCA, MIPA, MBIM and A.M. Cuthbert FCA, offer for sale the business and assets of this trouser manufacturer situated in Leeds trading as: GRANTWEAR

Main Features are:-

- Customer List including Major High Street Retailers, The Post Office and London Underground Ltd.
- Modern Manufacturing Facilities.
- Leasehold Premises - Central Leeds - 25,900 sq. ft.

For further information, please contact the Receivers, Agents: Peter Dodson, Henry Butcher & Co., 4 Park Court, Park Cross Street, Leeds LS1 2QH. Tel: 0532 487356

Baehr Lubbock Fine, Russell Bedford House, City Forum, 250 City Road, London EC1V 2QQ. Tel: 071 490 7766 Fax: 071 490 5102

## BAEHR LUBBOCK FINE

CHARTERED ACCOUNTANTS

## Event Group Plc

The Joint Administrators offer for sale the business and assets of the above Company. The Company was established in 1986 and is a retailer of high quality footwear, country clothing and fashionwear.

- Principal features of the business include:
- ◆ 20 fully fitted leasehold shops in prime locations throughout the South of England.
- ◆ Substantial stocks of high quality own design Italian Ladies footwear sold under the 'DUO' and 'EVENT' name.
- ◆ Country clothing sold under 'CADOGAN' name and 'BENNETTON' clothing.
- ◆ Turnover circa £4m per annum.

For further information contact the Joint Administrators Raymond Hocking or Sara E Dayman, Stoy Hayward, 8 Baker Street, London W1M 1DA. Tel: 071-486 5888, Fax: 071-935 3944. Ref: 7/ECL.

## STOY HAYWARD

Accountants and Business Advisers. A member of Horwath International. Authorised by the Institute of Chartered Accountants in England and Wales to carry on investment business



## Bury, Greater Manchester

Olives Paper Limited (In Receivership) has been established since 1840. The company manufactures and markets recycled paper products and watermarked and tinted paper.

- Freehold premises 147,500 sq. ft.
- Specialised plant and machinery
- Annual turnover c£8m
- Skilled workforce
- Well established brands

For further details contact the Joint Administrative Receivers Malcolm Shierston and Allan Griffiths, Grant Thornton, Heron House, Albert Square, Manchester M2 5HD. Tel: 061-834 5414. Fax: 061-832 6042.

## Grant Thornton

The U.K. member firm of Grant Thornton International. Authorised by the Institute of Chartered Accountants in England and Wales to carry on investment business.

## Fabricwood Ltd. trading as

## TOMMY NUTTER (In Administrative Receivership)

MJ Carter and JV Yewell, Joint Administrative Receivers of the company, offer for sale the assets and undertaking of the undermentioned business in whole or in part:

- Well established niche menswear business.
- Annual turnover approx. £600,000.
- Prestigious Saville Row trading location.

For further information please contact: M Reynolds or A Ravellings at Carter Bucker Winter, Hill House, Hipsgrave Hill, London N19 5UL. Tel: 071 263 7111. Fax: 071 281 2166.

Carter Bucker Winter is registered by the Chartered Association of Certified Accountants to conduct business in England and Wales to carry on investment business.

## BUSINESS SERVICES

## PARIS HELPLINE

Will answer your questions about doing business in France.

Tel: ( 010 33 1 ) 44 70 90 72  
Fax: ( 010 33 1 ) 44 70 90 73

## HARLEY STREET BUSINESS CENTRE

Fully serviced offices, business address, boardrooms, all essential services plus free telephone and message taking for further details. Phone: 071 872 5505.

YOUR MAILING ADDRESS IN London, Paris, Berlin, Frankfurt, Madrid and 70 other top locations worldwide. Call Regus on 071 872 5500

DIRECT MAIL LISTS & SERVICES 100% of ready-made lists immediately available. Suppliers in leading UK companies. Free catalogues. Market scan, Forecast, Chichester, Sussex. Tel: 0243 782711.

## YOUR OFFICE IN LONDON

From 70p a day. Accom/Tel Ans/Tlx/Fax/ Mail Box etc. Office Box.

Tel: 071 436 0766 Fax: 071 580 3729

YOUR OFFSHORE OFFICE. Munin Secretarial Services Ltd, Isle of Man. Tel: (0624) 679411 Fax: 679495

## BUSINESS WANTED

## WANTED - PROPERTY COMPANIES

operating or in recovery. We are an expanding Group of Property Investment and Development Companies. We will consider both companies engaged in both residential and commercial property activities located within the South East. Write in the first instance providing brief details to Box A4721, Financial Times, One Southwark Bridge, London SE1 9HL.

## A PRIVATELY OWNED ELECTRONICS

Manufacturing Company is interested in acquiring a business operating in allied fields. We would consider either going concerns or businesses and assets subject to the following criteria: Established company with annual turnover in excess of £250,000. Specialist manufacturer of professional equipment, preferably for process industries. Electronics/electronic based preferred although some mechanical involvement would be acceptable. Write to Box A8284, Financial Times, One Southwark Bridge, London SE1 9HL.

## OFFICE EQUIPMENT

CLEARANCE PRIOR TO AUCTION INCLUDING BRITISH AEROSPACE H.O. CLOSURE QUALITY FURNITURE OVER 5000 LOTS

Executive Suites System Desking Filing Cabinets  
VDU Chairs Secretarial Chairs Cupboards  
Conference, Boardroom, Meeting Room Furniture  
Reception Seating, 5ft x 6ft Screens  
Leading Manufacturers Project, Verco, Castelli, Vickers  
Ring Now 081 549 9339

## ANNOUNCEMENT

For the sale by the Industrial Reconstruction Organisation (I.R.O.) of the shares of the company ELINDA S.A.

The I.R.O. announces a public auction for the highest bid for the sale of 14,338,830 ordinary voting shares of the company ELINDA S.A., registered in the Municipality of Metropolitan Athens, in accordance with the decision dated 2.12.92 of the Interministerial Committee for Dematerialisation (I.C.D.) and the provisions of articles 5, para. 1b and 6, para. 1b of Law 2000/91.

The shares for sale represent 99.98% of the total deposited share capital of the above company. ELINDA S.A. was established in 1977 following the merger of the productive units of the companies IZOLA S.A. and BIOMETAL ESKIMO S.A. and the participation of the NATIONAL BANK. The company's main line of activity is the production and sale of electrical white goods. It maintains factories at Boftia, Attica and at Thessaloniki and all its personnel has been dismissed. The terms for the public auction for the highest bid, in accordance with the present announcement, are as follows:

### A. PROCEDURE

1. Interested buyers are invited to receive from the offices of the I.R.O. (234 Syngrou Avenue, Athens, 3rd Floor, I.R.O. Dematerialisation Department) the Offering Memorandum in which the relevant data of the company have been summarised. Those who may have already obtained the Memorandum prior to the publication of this Announcement are invited to receive the new, revised and complemented Memorandum.

The Memorandum is obtainable from 0900 hrs on 8.2.93 to 1500 hrs on 10.2.93. Interested parties who wish to obtain the Memorandum after this time limit will do so at their own risk insofar as the time remaining for them to check the company data and prepare their offer is sufficient before the date on which binding offers must be submitted. The Offering Memorandum will be handed to the interested parties themselves, in the case of individuals, and to a legal representative in the case of legal entities or associations, as well as to persons so authorised by a notarial power of attorney or an authorisation document on which the signature has been attested to by a police authority. The I.R.O. reserves the right to deny the Offering Memorandum to persons who do not fulfil the above requirements.

All the data contained in the Offering Memorandum are indicative and aimed only at providing information. They are conditional on confirmation by interested parties while checking the company and cannot establish any liability on the part of the I.R.O. as to their accuracy or completeness.

### 2. Confidentiality Agreement - Draft Agreement - Checking the Company

On receiving the Offering Memorandum, the recipient will be obliged to sign a Confidentiality Agreement with respect to the data it contains. The I.R.O. reserves the right to hand over, also, to each recipient of the Memorandum, a Draft Agreement for the sale of the shares and the time and procedure for negotiating its terms with each potential buyer before the submission of binding offers. Each potential buyer receiving the Offering Memorandum within the above time limits will be assisted to check the company's data. The time, which will not exceed 3 days, the dates and the remaining checking procedure will be specified by the I.R.O. on the basis of the date of submission of the binding offers, the number of interested parties and the priority in receiving the Offering Memorandum. Potential buyers who will ask for and obtain the Offering Memorandum beyond the time limit and on their own responsibility, will be treated and facilitated in the time left without any discrimination towards them, resulting solely from their own fault in receiving the Memorandum at a late date, being possibly constrained as reciprocal treatment.

### 3. Submission of Binding Offers - Unsuccessful

Binding Offers must be submitted at the latest by 1300 hrs on Thursday, 25th February 1993 at the offices of the I.R.O. at the address mentioned above, in return for a receipt. Offers which have not been handed in personally but sent in any other manner (by post, etc.) will be considered as having been submitted in time and will be taken into account only if they have reached the offices of the I.R.O. before the above time limit irrespective of the date of posting or any other means of despatch. Offers submitted beyond the time limit will not be taken into account.

The offers will be unsealed on Thursday, 25th February 1993 at 1400 hours at the offices of the I.R.O. The unsealing may be attended by anyone who has legally submitted a binding offer or by his legally authorised representative as described above. The offers will be checked, without regard to formality (letter of guarantee, composition, etc.) will be entered and will be attached to a special report of the unsealing which will be signed by them present. A copy of this report will be given to each person who has legally submitted an offer. Copies of the offers will not be released until the end of the auction for the highest bid.

### 4. Evaluation - Adjudication

Offers are kept by the I.R.O. and are evaluated at its discretion. The Board of Directors of the I.R.O. will make the final decision as to the acceptance (adjudication) of an offer, or its rejection, within two months of its submission, i.e. up to 26th April 1993. Recalls, modifications, improvements, etc. of offers up to the final decision of the I.R.O. to adjudicate or to reject, and counter-offers are not acceptable and will not be considered.

### 5. CONTENT OF THE OFFER

Offers must be submitted within a sealed envelope entitled "BINDING OFFER FOR THE PURCHASE OF THE SHARES OF ELINDA S.A.". They must be written and signed and must not have erasures, deletions or insertions. Offers submitted in any other manner (e.g. by telegram, telex, fax, etc.) unsealed, or bearing erasures, deletions or insertions will not be considered. The offers must refer to the total of the shares for sale (14,338,830) and if this is not specifically mentioned or wrongly indicated it will be taken as referring to the total (14,338,830). They will contain a price expressed in drachmas. They will specify the manner of payment and if payment is to be made of the whole amount or in instalments, will specify the exact dates of payment, without interest or with interest (and in this case at what rate), of each instalment, and the guarantees provided for payment of these instalments. It should be noted in this respect that in evaluating such offers, their conversion to current value will be calculated at 22%. Any terms contained in the offers shall be absolutely clear and specific on pain of giving the right to the I.R.O. at its discretion, to go as far as rejecting the offer.

The offer must include data on the identity and activity of the bidder, while a description of a business plan and the bindingness thereof, will be duly appreciated.

The duration of the offers must be of at least two months (i.e. up to 26.4.93).

### C. LETTER OF GUARANTEE

The offer must be accompanied by a letter of guarantee from a bank legally operating in Greece for Drs. 200,000,000. The I.R.O., on delivery of the Offering Memorandum, will provide a draft of this letter of guarantee which must be adhered to. Offers unaccompanied by a letter of guarantee, or accompanied by a letter of guarantee which, in the I.R.O.'s opinion is unsatisfactory, will not be considered.

### D. OTHER TERMS

1. The present is not a proposal for drawing up an agreement but an invitation to submit an offer.

2. The I.R.O. retains the right to cancel or postpone the auction at its discretion, to supplement or clarify or modify the terms of the present announcement and in general act within the framework of article 199 of the Civil Code and Law 2000/91, based only by the decisions of the Interministerial Committee for Dematerialisation.

3. All the expenses concerning or related to the transfer of the shares and the participation in general and execution of the present procedure shall be borne by the buyer and each of the participants accordingly.

4. The participation of each of the potential buyers in the present auction presupposes the full and unequivocal acceptance of the terms of the present announcement.

5. Any previous relative announcement, invitation or proclamation, etc. is hereby revoked and the only valid terms are those contained in the present announcement.

For any further information or clarification, interested parties can apply to the I.R.O., Dematerialisation Department, Tel: 20-1-952-5540-9.

Athens, 2nd February 1993

## ANNOUNCEMENT

For the sale by the Industrial Reconstruction Organisation (I.R.O.) of the shares of the company AZINCO S.A.

The I.R.O. announces a public auction for the highest bid for the sale of 52,617 ordinary registered voting shares with a nominal value of Drs. 1,000 each of the company AZINCO S.A., registered in the Municipality of Metropolitan Athens, in accordance with the decision dated 2.12.92 of the Interministerial Committee for Dematerialisation (I.C.D.) and the provisions of articles 5, para. 1b and 6, para. 1b of Law 2000/91.

The shares offered for sale represent 100% of the total deposited share capital of the above company.

AZINCO S.A. was established in 1966 and is engaged in the production of plastic and cast-pneum parts for industrial use. The company's installations are contained in a self-owned factory building at Drapeta, Thessaloniki.

The terms set by the I.R.O. for the public auction for the highest bid, in accordance with the present announcement, are as follows:

### A. PROCEDURE

1. Interested buyers are invited to receive from the offices of the I.R.O. (234 Syngrou Avenue, Athens, 3rd Floor, I.R.O. Dematerialisation Department) the Offering Memorandum in which the relevant data of the company have been summarised. Those who may have already obtained the Memorandum prior to the publication of this Announcement are invited to receive the new, revised and complemented Memorandum.

The Memorandum is obtainable from 0900 hrs on 8.2.93 to 1500 hrs on 10.2.93. Interested parties who wish to obtain the Memorandum after this time limit will do so at their own risk insofar as the time remaining for them to check the company data and prepare their offer is sufficient before the date on which binding offers must be submitted. The Offering Memorandum will be handed to the interested parties themselves, in the case of individuals, and to a legal representative in the case of legal entities or associations, as well as to persons so authorised by a notarial power of attorney or an authorisation document on which the signature has been attested to by a police authority. The I.R.O. reserves the right to deny the Offering Memorandum to persons who do not fulfil the above requirements.

All the data contained in the Offering Memorandum are indicative and aimed only at providing information. They are conditional on confirmation by interested parties while checking the company and cannot establish any liability on the part of the I.R.O. as to their accuracy or completeness.

### 2. Confidentiality Agreement - Draft Agreement - Checking the Company

On receiving the Offering Memorandum, the recipient will be obliged to sign a Confidentiality Agreement with respect to the data it contains. The I.R.O. reserves the right to hand over, also, to each recipient of the Memorandum, a Draft Agreement for the sale of the shares and the time and procedure for negotiating its terms with each potential buyer before the submission of binding offers. Each potential buyer receiving the Offering Memorandum within the above time limits will be assisted to check the company's data. The time, which will not exceed 3 days, the dates and the remaining checking procedure will be specified by the I.R.O. on the basis of the date of submission of the binding offers, the number of interested parties and the priority in receiving the Offering Memorandum. Potential buyers who will ask for and obtain the Offering Memorandum beyond the time limit and on their own responsibility, will be treated and facilitated in the time left without any discrimination towards them, resulting solely from their own fault in receiving the Memorandum at a late date, being possibly constrained as reciprocal treatment.

### 3. Submission of Binding Offers - Unsuccessful

Binding offers must be submitted at the latest by 1300 hrs on Thursday, 25th February 1993 at the offices of the I.R.O. at the address mentioned above, in return for a receipt. Offers which have not been handed in personally but sent in any other manner (by post, etc.) will be considered as having been submitted in time and will be taken into account.

The offers will be unsealed on Thursday, 25th February 1993 at 1400 hrs at the offices of the I.R.O. The unsealing may be attended by anyone who has legally submitted a binding offer or by his legally authorised representative as described above. The offers will be checked, without regard to formality (letter of guarantee, composition, etc.) will be entered and will be attached to a special report of the unsealing which will be signed by them present. A copy of this report will be given to each person who has legally submitted an offer. Copies of the offers will not be released until the end of the auction for the highest bid.

### 4. Evaluation - Adjudication

Offers are kept by the I.R.O. and are evaluated at its discretion. The Board of Directors of the I.R.O. will make the final decision as to the acceptance (adjudication) of an offer, or its rejection, within two months of its submission, i.e. up to 26th April 1993. Recalls, modifications, improvements etc. of offers up to the final decision of the I.R.O. to adjudicate or to reject, and counter-offers are not acceptable and will not be considered.

### 5. CONTENT OF THE OFFER

Offers must be submitted within a sealed envelope entitled "BINDING OFFER FOR THE PURCHASE OF THE SHARES OF AZINCO S.A.". They must be written and signed and must not have erasures, deletions or insertions. Offers submitted in any other manner (e.g. by telegram, telex, fax, etc.) unsealed, or bearing erasures, deletions or insertions will not be considered. The offers must refer to the total of the shares for sale (52,617) and if this is not specifically mentioned or wrongly indicated it will be taken as referring to the total (52,617). They will contain a price expressed in drachmas. They will specify the manner of payment and if payment is to be made of the whole amount or in instalments, will specify the exact dates of payment, without interest or with interest (and in this case at what rate), of each instalment, and the guarantees provided for payment of these instalments. It should be noted in this respect that in evaluating such offers, their conversion to current value will be calculated at 22%. Any terms contained in the offers shall be absolutely clear and specific on pain of giving the right to the I.R.O. at its discretion, to go as far as rejecting the offer.

The offer must include data on the identity and activity of the bidder, while a description of a business plan and the bindingness thereof, will be duly appreciated.

The duration of the offers must be at least two months (i.e. up to 26.4.93).

### C. LETTER OF GUARANTEE

The offer must be accompanied by a letter of guarantee from a bank legally operating in Greece for Drs. 40,000,000. The I.R.O., on delivery of the Offering Memorandum, will provide a draft of this letter of guarantee which must be adhered to. Offers unaccompanied by a letter of guarantee, or accompanied by a letter of guarantee which, in the I.R.O.'s opinion is unsatisfactory, will not be considered.

### D. OTHER TERMS

1. The present is not a proposal for drawing up an agreement but an invitation to submit an offer.

2. The I.R.O. retains the right to cancel or postpone the auction at its discretion, to supplement or clarify or modify the terms of the present announcement and in general act within the framework of article 199 of the Civil Code and Law 2000/91, based only by the decisions of the Interministerial Committee for Dematerialisation.

3. All the expenses concerning or related to the transfer of the shares and the participation in general and execution of the present procedure shall be borne by the buyer and each of the participants accordingly.

4. The participation of each of the potential buyers in the present auction presupposes the full and unequivocal acceptance of the terms of the present announcement.

5. Any previous relative announcement, invitation or proclamation, etc. is hereby revoked and the only valid terms are those contained in the present announcement.

For any further information or clarification, interested parties can apply to the I.R.O., Dematerialisation Department, Tel: 20-1-952-5540-9.

Athens, 2nd February 1993

## 3 LICENSED SUPERMARKETS: SOUTH MANCHESTER

excellent sites, turnover £1.87 million pa, superbly equipped units, secure tenure. BUS £295,000 GAV May Split. Ref: 2130 Harvey Silver Hodgkinson. Tel: 061 833 2000

## BUSINESS FOR SALE

ABTA/ATA Travel Agency South Coast. T/O c£800,000. Well-established business with opportunities for growth. Apply to Box A8278, Financial Times, One Southwark Bridge, London SE1 9HL.

## BUSINESS FOR SALE

Due to retirement. Unique opportunity to acquire a highly profitable Cash & Carry Lamps, Lighting and Electrical Business, plus Warehouse Property (7500 sq. ft.) North West Region. Price £500,000. Write to Box A4702, Financial Times, One Southwark Bridge, London SE1 9HL.



Ian Rodger reports on a saleable Austrian breakthrough that makes dirty blast furnaces obsolete

## Clean steel gets to melting point

Executives are breathing more easily these days at Voest-Alpine, the state-owned Austrian industrial group, thanks to a new order from the Far East which could open up sales prospects around the world for a cheaper and cleaner way of making steel.

The group has just won an order from the big South Korean steel concern, Pohang Iron and Steel (Posco), for its Corex technology for reducing iron ore directly to hot metal. According to Herbert Steinwender, president of Voest-Alpine Industrieanlagenbau (VAI), the group's engineering unit, it is in discussion with 35 other steel companies about possible orders.

Direct reduction (DR) and smelting reduction (SR) technologies have tantalised steel makers for decades. The idea is that the oxides and other impurities present in iron ore can be removed in a single thermal process, using an ordinary hydrocarbon or coal as a reduction agent.

This would enable steelmakers to dispense with the cumbersome and expensive traditional processes of refining coke from coking coal in huge ovens and then using the coke as a reduction agent in immense blast furnaces.

SR plants could also be operated economically on a much smaller

scale than blast furnaces, thus opening the way for new entrants into the steel industry.

Another feature that has increased interest in recent years is that SR plants produce substantially fewer emissions than coking plant-blast furnace complexes. In the 1980s, the focus was on natural gas driven DR plants, but interest faded with the sharp rise in gas prices in the early 1970s. In the mid-1970s, Willy Korf, the maverick German mini steel mill entrepreneur who died in an air crash in 1990, started development of a coal-based SR system, originally called the KR (Kohlereduktion) process and later changed to Corex.

In 1979, Voest joined Korf in building a 80,000 tonnes per year pilot plant at Kehl, on the upper Rhine in Germany, and four years later took over the whole project when Korf's business collapsed. VAI won its first commercial contract for a 300,000 tonnes per year Corex plant from Iscor, the South African steel company, in 1985. But the installation had considerable teething problems, and was not running properly until two years after its commissioning in 1987.

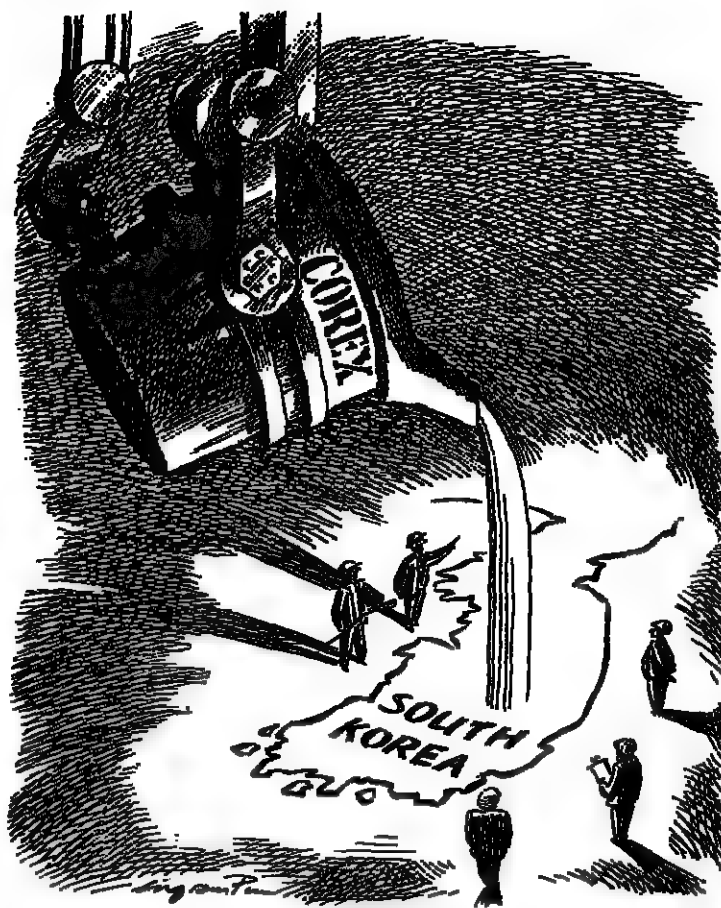
Since then, things have been tense in Linz, to say the least. "We have been hoping a long time for a second contract," Steinwender says. Some executives felt that VAI

should have put in a Corex plant at the Linz works of its sister company, VA Stahl, to demonstrate its confidence in the technology.

But this was difficult to justify economically as long as newly modernised iron making facilities, which were well adjusted to downstream facilities, were working effectively. "So we are very happy that Posco has come along. It is the third largest steel company in the world," he says.

The Posco order is for a plant that is double the size of Iscor's. VAI will not disclose the value of the order, but says normally a plant of this size would cost \$330m (£179m). Questions have been raised about how much further the technology can be scaled up without running into new complications. Steinwender says the next step up to a plant of about 1m tonnes per year should be achieved without difficulty, as the equipment needed has already been used in DR plants.

Opinions are divided within the group as to whether Corex will be as big a success as Voest's development in the late 1940s of the LD (named after its Linz and Donawitz steelmaking sites) basic oxygen technology process for converting iron into steel. That technology is now universally used in integrated steel works around the world and has produced a steady income



stream for the group for decades.

VAI claims that total Corex plant costs for producing a tonne of hot metal are about 20 per cent less than those in a coking plant-blast furnace complex. Total energy requirements are about 15 per cent less, but considerably more excess energy is available for driving a power station.

Still, the snag for many producers, like Voest itself, is that as long as old, fully depreciated plant is still working well, it is difficult to

justify investing in Corex. And, as Othmar Pühringer, deputy chairman of Austrian Industries, Voest's parent company, says, "there is already a significant overcapacity of hot metal in the world".

Pühringer believes that market development will take some time. "The real boom will take place when environmental controls get more stringent."

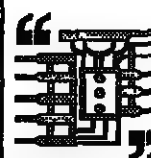
"We did not see this when we developed the process, but it is a beautiful by-product."

James Arnold

### Technically Speaking

## Unix's survival at stake

By Alan Cane



A FEW days before Christmas last year, Novell, a US computer networking company whose annual sales are now close to \$1bn (\$600m) signed a letter of intent to acquire Unix Systems Laboratories, a company in which AT&T has a majority stake and which is responsible for the licensing and development of the Unix computer operating system.

The deal, worth \$350m, has to be ratified by 11 other computer companies which own shares in USL. These include Amdahl, Fujitsu, ICL, Motorola and Sun Microsystems. It is nevertheless remarkable, given the history of Unix, that there has been a dearth of comment on a development which may fundamentally reshape the open systems movement. It may simply have been the imminence of the New Year; others see more sinister forces at work.

To recap briefly: open systems imply a common set of rules for interworking so that no supplier has a technical advantage over any other in developing standard products.

Unix is one of a number of operating systems vying to be adopted as the open systems standard. The development of such an operating system would have to be free from the control of any one manufacturer or group of manufacturers.

Unix was created by AT&T at Bell Labs but has since been widely licensed, leading to a damaging multiplicity of "standard" versions. These include Sunsoft's Solaris and IBM's AIX.

The competition includes IBM's personal computer operating systems OS/2, the Open Systems Foundation's OSF1 and Microsoft's Windows NT, a new operating system which has yet to be launched commercially.

AT&T established USL, and encouraged other companies to take stakes in it, to promote the idea of Unix development independent of itself or any other company. In doing so, it showed it had learned the lessons of the 1980s when plans to establish a standard Unix between AT&T and the

aggressive workstation company, Sun Microsystems, provoked an industry war.

Novell, however, is one of the industry's newly emerging dominant forces with some 60 per cent of the global market for networking software. The 1990s are set to be the decade of computer networking so Novell, along with Intel and Microsoft, can claim to be an architect of the new world order in computing.

So by selling off USL to Novell, has AT&T thrown away the idea of an independent Unix? And if it has, does it matter?

The answer to the latter question would seem to be "No", judging by the lack of controversy over the proposed sale. Why should that be?

One possible answer is that AT&T and the rest of the industry are already anticipating that Windows NT will be the operating system of the future and have thrown in the towel.

Windows NT - standing for "New Technology" - is Microsoft's first multiuser, multitasking operating system suitable for powerful network servers. It is Microsoft's attempt to lay siege to the market for enterprise-wide computing, taking advantage of the shift away from mainframes and mainframe operating systems.

Microsoft has a deserved reputation for tenacity in bringing reliable products to market even if there are several false starts on the way. But coming as it does from a background in stand-alone personal computers, it has little experience of enterprise data processing. It knows this very well and is taking steps to remedy its deficiencies.

But multiuser computing is complex and critics argue that Windows NT will have to go through several versions before it approaches the reliability and robustness of Unix.

Many believe that Unix represents the best opportunity of developing a genuinely open operating system for the 1990s and beyond. With the loss of an independent USL, however, there may be again a proliferation of Unix variants - to nobody's advantage.

## SmithKline cures a corporate headache

Group decision-making is central to corporate life, but it can be time-consuming and socially awkward for many managers. In a move that introduces a touch of the television game show to business, SmithKline Beecham is trying to take the headaches out of joint decisions.

The Anglo-US pharmaceutical group's solution is Teamwork, dreamt up by Tony Gear and Martin Read of Decision Dynamics, a small UK communications company. It consists of handsets, similar in design to pocket calculators, linked by radio to a central stan-

dard microcomputer. This is loaded with special software which presents data in logical order to the participants, who vote or register opinions on the keypads. The results appear instantly on a large screen.

Teamwork is also used by the Ministry of Defence, Manchester University, and Allied Breweries, where it shows what the members of testing panels think about differing beer flavours.

The Head of SB's Gastrointestinal R&D Category, Leanne Wagner, says the system makes research and development meetings much

more effective. It was adopted to cut the length of time spent reviewing SB's extensive project portfolio.

"Our practice has always been to brainstorm in groups of 12 to 15 staff from a variety of disciplines, as well as to gather smaller groups dealing with individual therapeutic areas," she says. "The idea of portfolio review is to pinpoint where our resources should best be concentrated and evaluate research opportunities." But this was often time-consuming and complex.

Wagner says meetings are now better organised. "The computer gives the cue for each project option to be presented and for its technical and commercial attractiveness to be discussed." A group vote then shows instantly where disagreements arise, without participants being influenced by others' opinions.

"Social pressure is thus considerably diminished; participants can disagree without confrontation, producing a more honest spread of opinion. It becomes much more difficult for a senior member to dominate the meeting," Wagner says. This is important when people from different disciplines are involved.

John Dent, SB's former senior vice-president of project management, says meeting times are now much shorter. "We normally took a 15-day yearly meeting to review our portfolio, and that has been cut to around four."

He is not sure whether the decisions are actually better. "But one point which is important is that everyone understands what decision has been reached. At least this way, people who disagree have a fairer chance of being able to persuade the others."

There is a limited amount of exhibition space available at the conference

FT

FINANCIAL TIMES CONFERENCES

## CABLE & SATELLITE BROADCASTING

London, 23 & 24 February 1993

The Financial Times eleventh annual conference on Cable and Satellite Broadcasting takes place at one of the most dramatic moments in the development of the new media. Multi-channel television in the UK and other European countries is beginning to become a major business. Across the world new international television channels are changing the face of the media.

This two-day meeting brings together a distinguished panel of speakers to review these important issues; the state of progress of the new television channels, their effect of the conventional television companies and the associated business, investment and regulatory issues.

Speakers include:

**Sir George Russell**  
Independent Television Commission

**Mr John Birt**  
British Broadcasting Corporation

**Dr Pierre Meyrat**  
Société Européenne des Satellites

**Mr Adam Singer**  
Telecommunications, Inc

**Mr Edward Bleier\***  
Warner Bros Inc

**Sir Bryan Carsberg**  
Office of Fair Trading

**Dr Burkhard Nowotny**  
Deutsche Welle

**Mr William H Roedy**  
MTV Europe

**Mr Jon Davey**  
Independent Television Commission

**Mr Bruce A Fireman**  
Guinness Mahon & Co Limited

\* subject to confirmation

CABLE & SATELLITE BROADCASTING

☐ Please send me conference details  
☐ Please send me details about exhibiting at the conference

FT

FINANCIAL TIMES CONFERENCES

Financial Times Conference Organisation  
102-108 Clerkenwell Road, London EC1M 5SA  
Tel: 071-814 9770. Tlx: 27347 FTCONF G. Fax: 071-873 3975

Name Mr/Ms/Ms/Other \_\_\_\_\_ Dept \_\_\_\_\_  
Position \_\_\_\_\_  
Company/Organisation \_\_\_\_\_  
Address \_\_\_\_\_

City \_\_\_\_\_  
Post Code \_\_\_\_\_ Country \_\_\_\_\_  
Tel \_\_\_\_\_ Tlx \_\_\_\_\_ Fax \_\_\_\_\_  
Type of Business \_\_\_\_\_ HA

FT

FINANCIAL TIMES CONFERENCES

## EUROPE - THE WAY FORWARD

Paris, 10 & 11 February 1993

This conference takes place at a vital moment in the European Community's development, in the aftermath of the monetary crisis and just after the January 1993 deadline for the opening of the single market. This is a timely opportunity for economic and business leaders to address the whole series of relatively new questions over Europe's future.

Speakers taking part include:

**Mr Pierre Bérégovoy**  
Prime Minister of France

**Mr Jacques Attali**  
European Bank for Reconstruction and Development

**Mr Edmond Alphandery**  
Economist & Member of the French Parliament

**Mr François Périgot**  
Conseil National du Patronat Français (CNPF)

**Mr Arthur Dunkel\***  
GATT

**Dr Tyl Necker**  
Federation of German Industries (BDI)

\* subject to confirmation

**Dr Hans Tietmeyer\***  
Deutsche Bundesbank

**Mr Henning Christophersen**  
Commission of the European Communities

**Mr Jean-Claude Trichet**  
Ministry of Economy, Finance and the Budget, France

**Mr Dominique Strauss-Kahn**  
Minister for Industry and Foreign Trade, France

**Mr Peter Sutherland SC**  
Former EC Competition Commissioner

**Mr Michel Pebereau**  
Crédit Commercial de France

A FINANCIAL TIMES CONFERENCE IN ASSOCIATION WITH **les Echos**

EUROPE THE WAY FORWARD

☐ Please send me conference details

FT

FINANCIAL TIMES CONFERENCES

Financial Times Conference Organisation  
102-108 Clerkenwell Road, London EC1M 5SA  
Tel: 071-814 9770. Tlx: 27347 FTCONF G. Fax: 071-873 3975

Name Mr/Ms/Ms/Other \_\_\_\_\_ Dept \_\_\_\_\_  
Position \_\_\_\_\_  
Company/Organisation \_\_\_\_\_  
Address \_\_\_\_\_

City \_\_\_\_\_  
Post Code \_\_\_\_\_ Country \_\_\_\_\_  
Tel \_\_\_\_\_ Tlx \_\_\_\_\_ Fax \_\_\_\_\_  
Type of Business \_\_\_\_\_ HA



## BUSINESS AND THE LAW

## Second Marshall case opinion given



The preliminary opinion in the second Marshall case was delivered last week. The case concerns compensation payments made under UK legislation for breaches of EC sex discrimination laws. The European Court has been asked to rule whether national limits on such compensation payments are lawful.

In the first Marshall case, the court ruled that Miss Marshall was entitled to rely on the provisions of an EC directive in her action for wrongful dismissal on grounds of sex discrimination against her employers, Southampton and South West Hampshire Area Health Authority.

Under the relevant UK legislation, the maximum compensation which could be paid to Miss Marshall at the time was £5,350. The Industrial Tribunal assessed her loss at £18,406, which included £7,710 in respect of interest.

The Area Health Authority paid the capital sum, but appealed against the tribunal's award of interest.

In his opinion Advocate-General Van Gerven rejected an argument put by the UK and Irish governments that the court should restrict itself to ruling on the question of the interest payable. He said the court should also consider the much wider point of a general compensation limit in order to deal with this issue, it was necessary to decide the scope and content of the relevant EC law rights.

The advocate-general found that the relevant provisions of EC law did give rise to rights which could be relied on by individuals in their national courts against member states and public authorities.

These rights comprised not only the right to obtain an effective judicial remedy against sex discrimination, but also the right to obtain specific compensation, which had not previously been recognised by the court.

Mr Van Gerven said national compensation limits were not, in themselves, unlawful, but that the compensation awarded had to be adequate in relation to the damage sustained. That did not mean that the compensation had to be equal to the damage. It was for the national court to assess the adequacy of the compensation in every case and remedies for breaches of Commu-

nity law should be comparable to those for breaches of domestic law. The question of interest was divided into two:

- "legal interest" - to compensate for any delays in the payment of the damages agreed by the national court - was due from the date of delivery of the national decision establishing the amount of compensation;
- and "compensatory interest", which is a component of the compensation package, should form part of any award, otherwise that award would not be adequate in relation to the damage suffered and thus breach the Community rights of the individual concerned.

C-271/91: *M H Marshall v Southampton and South-West Hampshire Area Health Authority*, Opinion delivered on 26 January 1993.

Discriminatory tax treatment not unlawful.

In a case involving tax benefits in Germany, the ECJ found that certain tax allowances dependent on the German residence of the taxpayer, were not contrary to the provisions of the Rome Treaty dealing with establishment rights and the rules against discrimination.

C-112/91: *Hans Werner v Finanzamt Aachen-Innenstadt*, ECJ FC 26 January 1993.

Preliminary references to the European Court.

The European Court gave a salutary reminder last week to national courts wishing to refer preliminary questions to the ECJ. An Italian court had referred two questions to the ECJ for preliminary ruling concerning broadcasting restrictions and their compatibility with EC competition law. However, the questions were, according to the court, so laconic and lacking in precision that it was impossible to identify the questions to be answered.

The court stated that it was the duty of the national court to identify the factual and legal framework within which questions for preliminary ruling were raised. As this had not been carried out by the Italian court, the ECJ could not answer the questions referred.

Joined cases C-320/90, C-321/90 and C-322/90: *Telemarcabras SpA and others v Circoscrizione di Televisione della Difesa*, ECJ FC, 26 January 1993.

BRICK COURT CHAMBERS, BRUSSELS

The American writer Ambrose Bierce defined litigation in his *Devil's Dictionary* as "a machine which you go into as a pig and come out of as a sausage".

He could have added that you must also pay for the privilege. Court-based justice is slow and expensive and for every winner produces a loser. The cost of a two-year commercial dispute culminating in a one- or two-month trial can run into millions of pounds.

Yet during the UK's deepest recession in 60 years, when businesses ought to be doing all they can to cut variable costs, they are spending more and more on fighting costly battles in the courts.

The Centre for Interfirm Comparison, an independent research group, says that on average London law firms reported a 25 per cent growth in litigation in 1992. That came on top of an average 43 per cent rise in litigation in 1991.

There has been some progress in the search for cheaper and fairer methods of handling commercial disputes in the UK over the past two years. But industry has been slow to embrace the concept of alternative dispute resolution (ADR) - which in the UK mainly takes the form of mediation - despite Confederation of British Industry (CBI) backing.

In November 1990 the CBI supported the launch of the Centre for Dispute Resolution. CEDR is a non-profit making organisation, backed by industry and professional advisers, dedicated to reaching better commercial solutions to domestic and international business disputes.

Founder members included BAT, Ford (Europe), Grand Metropolitan, ICI, Smiths Industries and Trafalgar House Construction, plus a dozen of the UK's leading law firms and four of the big accountancy firms.

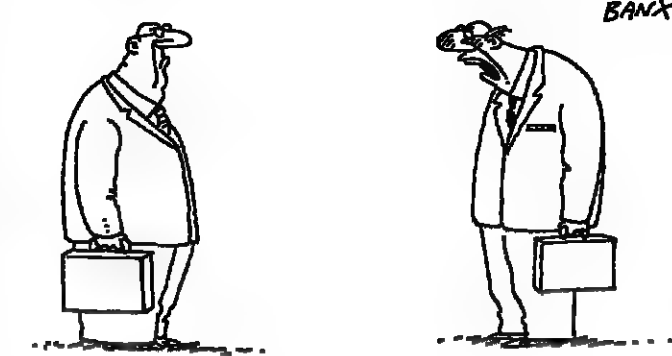
Six months later membership of CEDR had passed 100. New recruits included RTZ, Legal & General, Midland Bank, BOC Group, Prudential, John Laing, John Mowlem Construction, British Telecom and Black & Decker. Today membership totals more than 250 with almost 50 per cent drawn from commerce and industry. Many companies have actively promoted ADR.

CEDR has established links with a growing number of UK and international ADR organisations and is to supplement the work of the London Court of International Arbitration, The Law Society, the Bar and the Lord Chancellor's Department have all expressed support for ADR as a concept.

In its first two years 200 cases, involving more than £300m, were referred to CEDR, of which about 25 per cent went on to complete formal ADR processes. CEDR estimates that more than £30m in potential

Industry is still paying a heavy price for ignoring a fast, cheap alternative to litigation, writes Robert Rice

## Out-of-court settlement



"I HOPE THE MEDIATOR THROWS THE BOOK AT YOU."

legal costs have been saved and substantially more if management time is included.

So, with CBI-backed industry support, goodwill from the professions and at least the beginnings of a sound record, why has ADR failed to take off in the UK?

Dr Karl Mackie, CEDR's director, says: "The low level of experience of lawyers and clients with the process is still an obstacle and the traditional adversarial mindset and cul-

ture of lawyers and clients in litigation a positive barrier."

But old habits dying hard is not a complete answer. While lawyers' interests are unlikely to make them the first to suggest it, Dr Mackie concedes that CEDR has made "considerable headway" in recent months in persuading lawyers to take ADR more seriously.

The real problem is in industry, where there is lack of awareness of ADR and what it has to offer, edged with a large dose of scepticism.

In America the success of ADR techniques came from publicity surrounding the successful resolution of business disputes involving well-known companies

of business disputes involving well-known companies. Examples include the four-year IBM/Fujitsu computer software copyright dispute, Borden's \$200m trust action against Texaco and American Can's \$41m action for breach of contract against Wisconsin Electrical Power.

In the UK no company which has been through ADR has yet been prepared to talk about the experience in any detail. Industry has had to judge the process from brief second-

hand accounts of anonymous disputes provided by CEDR. All that may be about to change, however. Although not a household name, one of the two companies involved in the largest dispute handled by CEDR so far has allowed its lawyers, Warner Cranston, to talk about the resolution by mediation of its £27m claim against a product design consultancy.

The company, Autocar Equipment, an automotive equipment manufacturer and distributor, agreed with an American to manufacture and market in the UK a steriliser he had invented and

patented for the dental industry. Successful UK marketing required several design changes. Autocar approached a London product design consultancy and subsequently accepted its quote for cost and time.

The design changes took a lot longer and cost a lot more than anticipated. Autocar felt it had lost market opportunities. Eventually the American exercised his right to terminate the agreement with Autocar under US law and Autocar decided to sue the design consultancy for negligence and breach of contract and lost profits.

Mr John Wright, the Warner Cranston partner handling the case for Autocar, said initially they went down the traditional route. A writ claiming £27m was issued in April 1989 and a split-trial was agreed - the first trial, expected to last eight weeks, to determine liability, the second to determine damages.

Traditional negotiations failed to produce a settlement but did narrow the issues. Eventually, four months before the date for the first trial, the design consultancy suggested one final attempt should be made to settle the dispute by mediation. Autocar agreed and together they approached CEDR.

Two mediators, Mr Michael Burton QC and Dr Karl Mackie, were nominated and a date fixed for the hearing. The mediation took a day. It began with a short opening summary of each side's case in private caucuses, or open and frank discussions, between the mediators and each side in turn about their respective cases.

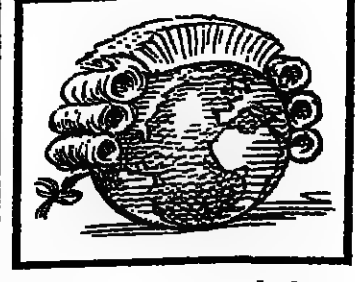
The case was eventually settled late in the afternoon for less than £1m, but only after the defendants had increased their original offer by more than 70 per cent. Both sides appeared satisfied with the outcome. "In a way," says Mr Wright, "they had had their day in court."

The total cost of the mediation was less than £20,000 for both parties. Avoiding two trials lasting as much as four months overall saved somewhere between £1m and £1.5m for each side, he says.

Even if mediation fails all that has been lost is the cost of a day's mediation, he adds. For it to work, however, both sides must be willing participants and they must have top managers there who are capable of taking decisions on the spot because the function of mediation is to persuade each side to move away from their entrenched positions.

ADR provides a cost-effective, simple and quick alternative to litigation. It will not always work and it will not be suitable in all cases. But as the Autocar case illustrates the potential savings are enormous. Business continues to ignore ADR at its cost.

## LEGAL BRIEFS



## Bank loses claim for negligence of property valuers

Commercial property valuers facing a pile of negligent valuation claims arising from the collapse of the London commercial property market should take heart from a High Court decision last week in a case brought by The Private Bank & Trust Company against Sallmanns (UK). The bank claimed to have made advances relying on an allegedly negligent valuation made by Sallmanns in June 1990 on an office development in north London. But the Court ruled that the commercial property market in London had not collapsed at June 1990 as the bank claimed and that the valuer could not reasonably have been expected to foresee the speed and extent of the imminent collapse in commercial property values. Hugh Williams, of solicitors Williams Davies Meltzer, who represented the valuers, said: "Encouragingly the court showed itself willing to place itself in the position of the valuer at a critical time in the commercial property market rather than adopting the hindsight vision of pundits who claim subsequently to have been able to foresee the market collapse and who suggest that the valuer in the field should likewise have done so."

Russian opening

London-based international law firm Linklaters & Paines have been appointed to advise local government agencies in Chelyabinsk, a previously closed part of Russia, on their dealings with foreign investors. Chelyabinsk region, in the southern Ural about 2,000km east of Moscow, is a leading centre for Russia's military defence and nuclear weapons industry and is rich in natural resources. Linklaters expects keen interest from foreign oil and mining companies as well as the high-tech industry.

Yorkshire-based Persimmon, regarded as one of the best regional housebuilders, is splitting the role of chairman and chief executive. The present incumbent, Duncan Davidson, will continue as executive chairman.

John White, 41, becomes group chief executive as part of a reshuffle of board responsibilities. White, who has been with the group since 1979, was formerly executive chairman of the housing division responsible for the Midlands and south east England, and is replaced by Mike Farley.

Mike Allen, 48, who has been with the group since 1978, becomes deputy chairman. He retains responsibility for the Yorkshire and north east England markets.

Davidson, 51, has ambitious plans to expand the company's size and has decided to strengthen senior management accordingly. "We would like to double output to about 4,000 homes a year by the mid-1990s," says Davidson who, with his wife, owns just over a fifth of the company. "The timing of expansion, however, will depend upon recovery in the housing market."

Davidson says the decision to split the functions of chief executive and chairman is in line with the recommendations of the Cadbury committee. He stresses, however, that the decision was not prompted by that report: "It is just coincidental that we believe this is the right thing to do for a company of our size and at our stage of development," he says.

## BUSINESSES FOR SALE

## Power Boat Specialist

Ronsten Limited  
t/a Abersoch Land & Sea  
(In Receivership)

Abersoch, Gwynedd

This company operates as a retailer of new and used power boats, and offers full parking, launching, winterisation and storage facilities. It also retails chandlery and boating accessories, watersports equipment and designer leisurewear.

- Freehold premises in superb location comprising over 14,000 sq. ft. of indoor showrooms, workshops and offices
- Over 3 acres of outdoor storage facilities
- 90 Boats in winter storage
- Petrol sales forecourt
- Annual turnover £1.5 million
- Skilled workforce

For further details contact the Joint Administrative Receivers:

Malcolm Thomson or David Rowlands, Grant Thornton, Heron House, Albert Square, Manchester M2 5HD. Tel: 061-834 5414. Fax: 061-832 6042

Grant Thornton

The UK member firm of Grant Thornton International, authorised by the Institute of Chartered Accountants in England and Wales to carry on investment business.

## FT CONFERENCES

## EUROPE - THE WAY FORWARD

Paris, 10 & 11 February

This timely conference provides an opportunity for economic and business leaders to address a whole series of questions on Europe's future. Speakers include Mr Pierre Bergeyrov, Prime Minister of France; Dr Hans Tietmeyer, Deputy Governor of the Deutsche Bundesbank; Mr Jean-Claude Trichet, Director of the Treasury at the French Ministry of Economy, Finance and the Budget; Mr Peter Sutherland, Chairman of the Group Report on the Implementation of the Single Market Post 1992; Dr Tyl Necker, President Federation of German Industries and Mr Francois Perigot, President of CNPF.

## THE LONDON MOTOR CONFERENCE

London, 22 February

The aim of this year's meeting is to discuss the challenges and opportunities facing the European motor manufacturing and components industry and review developments in distribution and franchising. Speakers include: Mr Bill Ebert, Chairman and Managing Director, Vauxhall Motors Limited; Mr John Towers, Group Managing Director of Rover Group Limited; Mr Trevor Bonner, Managing Director of Automotive Drive Line Systems Division at GKN plc and Professor Garel Rhye, OBE, Professor of Motor Industry Economics at Cardiff Business School.

## CABLE &amp; SATELLITE BROADCASTING

London, 23 & 24 February

The Financial Times annual conference will review the state of progress of the new international television channels, their effect on the conventional television companies and the associated business, investment and regulatory issues. Speakers include: Sir George Russell of the Independent Television Commission; Sir Bryan Carsberg of the Office of Fair Trading; Mr John Birt of the BBC; Dr Burkhard Nowotny of Deutsche Welle; Mr Adam Singer of International Telecommunications Inc; Mr Edward Bleier of Warner Bros Inc and Mr Gary Davey of British Sky Broadcasting.

## TRANSPORT IN EUROPE - CREATING THE INFRASTRUCTURE FOR THE FUTURE

London, 2 & 3 March

The conference will examine a broad range of policy issues for liberalising and harmonising transport in Europe, financing infrastructure improvements and the development of pan-European integrated transport systems. Speakers include: The Rt Hon John MacGregor OBE, MP, UK Secretary of State for Transport; Prof Dr Günther Krause, German Federal Minister of Transport; Mr Capel Ferrer of the UN Economic Commission for Europe; Mr John Welsby of the British Railways Board; Mr Pitt Treumann of the Austrian Ministry of Public Economy and Transport; Dr Andras Timar of the Hungarian Ministry of Transport; Mr Christopher Garnett of Eurotunnel and Dr Adrian von Doernberg of Deutsche Lufthansa.

## THE EUROPEAN WATER INDUSTRY

London, 15 & 16 March

Environmental legislation, the cost of up-grading water quality and to review moving to new methods of waste disposal as well as opportunities and challenges for companies seeking fresh markets in Eastern Europe. Speakers include: Mr David Maclean, MP, Minister for the Environment and Countryside; The Rt Hon The Lord Crickhowell, PC, of the National Rivers Authority; Mr Ian Byatt of Ofwat; Mr Jean-François Dildon of Lyonnaise des Eaux Dumez; Mr Nikolai Mikheev of the Ministry of the Environment and Natural Resources of the Russian Federation and Mr Josue Tanaka from the EBRD.

All enquiries should be addressed to Financial Times Conference Organisation, 102-108 Clerkenwell Road, London EC1M 5SA. Tel: 071-814 9770 (24-hr answering service) Telex: 27347 FITCONF G, Fax: 071-873 3975 or 071-8733969.

## PEOPLE

## Hawley resigns from HMH

Mel Hawley has resigned as chief executive of Haden MacLellan Holdings, the industrial conglomerate, only a year after his promotion to the post.

His responsibilities have been taken on by Harold Cottam, appointed chairman last September, and by the heads of the two main divisions, Clive Mayhead and Richard Taylor.

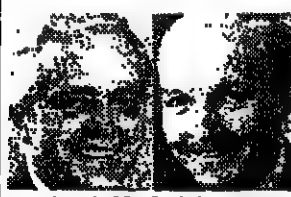
Cottam says these two were "almost joint managing directors" so it was difficult for the chief executive "to add a great deal of value in operational terms".

As he, Cottam, had been brought in to help "restore the group's fortunes, to look at its management structure and to

transform its image in the City, it was difficult for the CEO to contribute in that area". He adds that Hawley, 47, lived in Yorkshire when the group's head office was in Surrey, and so he had "become a little remote". The parting was natural, with a reasonable settlement.

Hawley, a chartered accountant whose links with companies that are now part of Haden MacLellan - notably London and Midland Industrial - go back more than 20 years, became chief executive in February last year when Philip Ling, his long-time leader, became non-executive chairman.

## Non-executive directors



■ Brian Baldock (left), deputy chairman of Guinness, and Peter Birch, group chief executive of Abbey National, at DALGETY. Graeme Odgers will retire in April.

■ Bill Caldwell is to become chairman of H YOUNG HOLDINGS on the retirement in July of John Wilson.

■ Albert Hargreaves, former chairman of CI Group, as chairman at APOLLO METALS on the retirement of Bob Teare.

■ The Hon Charles Cayzer has resigned from DE MORGAN GROUP.

■ Peter Levine, senior partner at Teeman Levine, at SEVERFIELD-REEVE.

■ Ralph Hodge, former chief executive of ICI chemicals and polymers, at ENRON EUROPE.

■ Sir Ivor Cohen and Paul Lewis have resigned following AB ELECTRONIC PRODUCTS' acquisition by ITT Group.

■ Brian Allison, founder of BIS Group, at UNITECH.

■ Michael Abrahams has resigned from GABICOL.

■ Shaun Dowling, a former director of Guinness, and David Tucker, a former director of M&G Group, at ML HOLDINGS.

■ Mark Littman and Ladislav Rice have retired from BURTON GROUP.

## Gottlieb: aiming to prick the rent balloon

Michael Gottlieb, owner of two London restaurants, has been elected joint chairman of the Property Market Reform Group, an organisation campaigning for changes to British property leases.

Gottlieb, 45, is a fierce critic of several "iniquitous" aspects of the commercial lease system, namely its lack of transparency, its biased arbitration procedures, its upward-only rent review clauses and priority of contract, which makes original tenants liable if a subsequent tenant defaults.

"Rents are now becoming the main cost factor for all retailers and the simple fact is that rent increases are forcing businesses into bankruptcy,"

he says. "That is not the way to foster economic growth."

Gottlieb is the proprietor of Smollensky's Balloon and Smollensky's in the Strand. He became convinced of the need for reform of the commercial property system after writing an article in a trade magazine about his own experience. This generated a huge response from the restaurant industry; he is vice-chairman of the Restaurateurs Association of Great Britain, which is a member of the Property Market Reform Group. This was launched last summer with the intent of persuading parliament to legislate against practices such as upwards-only rent reviews.

## Civil servants' stores

Working for The John Lewis Partnership, the high street retailer owned by its staff, has sometimes been likened to a career in the civil service - it is not hard to see why.

Stuart Hampson, 46, who took over as chairman yesterday, was a civil servant for 13 years and his new deputy chairman, David Young, 50, had worked almost twice as long as a civil servant as he has been a John Lewis partner.

Both men are Oxford graduates and joined John Lewis in 1982. David Young, who retains his job as finance director, spent most of his civil service career in the Ministry of Defence, before joining John

Lewis. Before becoming finance director he ran a number of stores including Peter Jones in London's Sloane Square. The deputy chairman traditionally chairs the principle executive committee, a conference of directors which discusses policy.

Meanwhile, the group has also promoted a third ex-civil servant to its board - Luke Mayhew, the 39-year-old director of research and expansion.

Born in New Zealand and educated at Oxford also, he worked in the Department of Industry between 1974 and 1978. From there he went to Thomas Cook Travel and then British Airways where he rose



to be general manager human resources. In May 1991 he was appointed chief executive (Europe) of Shandwick, the troubled public relations group, and in June 1992 he joined the partnership.

The FT is to publish a survey on

## Hertfordshire

on March 25 1993

Essential reading for FT International Business readers, this indepth survey will study the major economic reconstruction and rationalisation facing this attractive business location, and identify some of the challenges and opportunities which still lie ahead.

As more businessmen involved in the choice of location for their company read the FT than any other daily paper, this survey offers a powerful advertising environment to any business committed to promoting Hertfordshire.

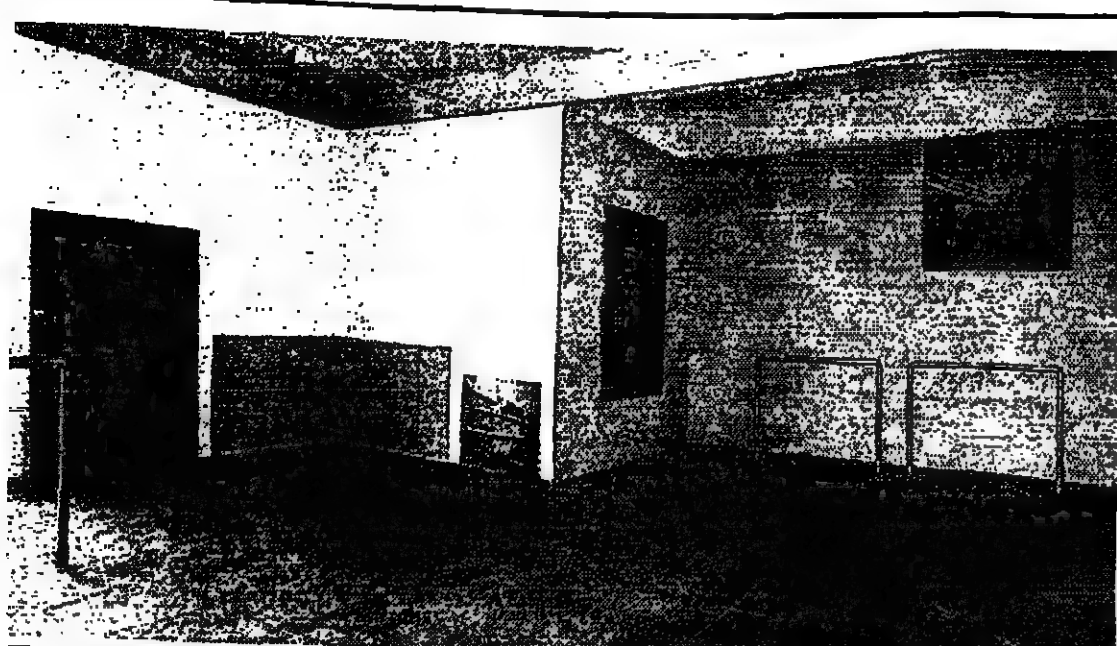
For further details on advertising please phone Sue Mathieson on 071 873 4129

FINANCIAL TIMES  
EUROPE'S BUSINESS NEWSPAPER



## ARTS

13



The winning entry, the mixed-media installation '8.30', by twins Jane and Louise Wilson

## Crème de la crème goes sour

Oh dear: here we go again for nothing is more dispiriting than to find oneself yet again playing the critical curmudgeon when the whole point of the exercise is the celebration of youth and hope and precocious achievement. So the Barclays Young Artist Award comes round again, for the ninth time and, at £10,000 to the winner and a further £10,000 shared between the other finalists, very generous it is. Drawn from London's post-graduate colleges, nine young artists, if we count collaborating twin sisters as one, make it to this year's final exhibition — three from Goldsmiths, four from the Slade, two from Chelsea: no-one from either the Royal College or the Academy Schools. Seven are women.

The young, like the poor, are always with us, and I am ever less convinced that they should be encouraged in this way. I can see well enough how attractive the scheme must seem — young artist starving in garret, help when most needed and all that — but in truth young artists need encouragement no more than the rest of us. Some of them, of course, have much to offer in prospect, but those committed to their vocation will persist in any case. As for the quality of the work, student work is by definition, well, student work. Test it in open competition by all means, but to limit it to itself is to indulge in a kind of special pleading.

But if there is to be such a student competition, one drawn more from the very cream of the country's art students, skinned at their most ambitious and particular, the very least we might expect is a fairly broad brush through the full range of student activity. A certain mature recommitment might well be lacking, but in its place surely we should find some excitement, idiosyncrasy, experiment, above all some variety. If you cannot take any risks when you are a student, when can you take them?

It seems that the riskiest thing to do nowadays, if student preformism is aspired to, is to work directly from the visible world. Is there

really not a single student in all the London post-graduate schools of a sufficient quality to interest the selection panel who is working from the life-model as painter or sculptor, or looking at landscape or still-life, or modelling or carving, or even welding and assembling, the unique object? Evidently not. Is it because, such technical, disciplined and analytical instruction is no longer to be had in the modern art school? Are such arcane preoccupations actively discouraged? Who can say?

What we get instead, distilled in the Barclays selection, is the critical orthodoxy of the international market-place of the late 20th century. The important thing is to

**William Packer**  
reflects on the  
Barclays Young  
Artist Award

strike an attitude, make a statement, present an image, an idea, a formula. If it is about art, or may be made to bear a feminist, socio-political or economic reading, so much the better. Glenn Brown (from Goldsmiths), that seminary of the thinking artist, makes paintings of reproductions of paintings, that follow every mark of the original images in the closest detail — yet offer nothing of their reality of surface and texture, and the active qualities of their making. They are "completely devoid of vitality" remarks the catalogue approvingly.

The only other painter is Suzanne Walker (Slade), whose large canvases each carry as image a single flat, black silhouette. These turn out to be derived from tower-blocks, thus enabling her "to discuss both the language of painting and its relevance to contemporary urban life... the epitome of post-war idealism turned sour." Laura Thomson (Chelsea) is a painter too, of sorts, but makes of her painting a performance to be registered on video. A single line appears on the wall as she pulls away the strip of masking-

tape. Face to the wall, her arm describes a broad black circle around her body.

The rest is sculpture, photography and installation. From high on the wall of an otherwise empty white space, the recorded voice of Georgia Starr (Slade) drones on in impenetrable, indulgent monologue. "A highly emotive 'absent presence'." Tacita Dean (Slade) offers a series of photographic tableaux after a "Martyrdom of St Agatha", she of the severed breasts. Siobhan Hapaska (Goldsmiths) has filled narrow channels of perspex with brown sugar to make cumulative minimalist reliefs, thereby, we are told, "redefining categories, discovering unexpected potential for speeded up or slowed down communication."

Hilary Wilson (Slade) makes wooden bed-ends that she leans against boxes of various sizes, confounding expectations of ease and comfort, these rather "sites of physical displeasure and psychic unease." Renato Niemis (Chelsea) has simply made two small rooms or large boxes, roughly the size of a rubbish skip, and as roughly made of timber and board, the one floor carpeted, the other plain. The artist stresses "the inadequacy of these meagre, jerry-built structures as containers for human aspirations."

And at last we come to the joint-winners of the Award, the Wilson twins, Louise and Jane (Goldsmiths), with their photographic and mixed-media installation, a metal crush-barrier, a patch of paint, a number of photographs, a small, dark, rectangular structure, showing corners, stairs and doorways littered with odd scraps and remnants, vaguely suggestive of some active destruction. The ensemble arouses "the guilty suspicion that one is somehow responsible for the sordid circumstances, if only through indifference or neglect." Or not, as the case may be.

The Barclays Young Artist Award Exhibition, 1993: The Serpentine Gallery, Kensington Gardens W2, until February 28; sponsored by Barclays Bank

Vienna Opera  
Varady in  
'Otello'

her partners sound rough, and passages in the mezzo range told more strongly than lighter-voiced sopranos can make them do. Her musical intentions were admirably precise, her dignity impeccable. In the other hand, she cannot pass for Italian; her timbre does not float, and the curves in her line never suggested lyrical innocence — at some cost to the essential pathos. Her brimming vitality and self-possession do not make an ideal Desdemona.

As Emilia, Roderigo and Montano, Margarita Lillova, Wilfried Gahmlich and Claudio Otelli were all more than competent. Benedikt Kobel, singing his first Cissio here, cut an unusually personable young figure — a plausible ladies'-man, for once — though his tenor began to display some colour and ring only in Act 3. The Vienna chorus stood in lines and walked through their well-trodden moves without excitement; the Vienna Philharmonic offered moments of beautiful playing, though Adam Fischer's conducting was unequal to the full range of Verdi's great score. He and Bruson wrong-footed one another throughout the evening.

David Murray

INTERNATIONAL  
ARTS  
GUIDE

## AMSTERDAM

Muziektheater Tonight, Fri and next Mon: Christoph Prick conducts Richard Jones' production of Der fliegende Holländer (in repertory till Feb 21). Tomorrow: Netherlands Dans Theater in works by Hans van Manen, Jiri Kylian and David Parsons. Feb 12, first night of Dutch National Ballet mixed bill (8255 455).

Concertgebouw Tonight: Julian Bream guitar. Tomorrow and Thurs: Myung-whun Chung conducts Royal Concertgebouw Orchestra in Rakhmaninov. Sat: Gidon Kremer soloist with Netherlands Chamber Orchestra. Sun: Alexander Toradzko piano recital. Next Tues: James Bowman heads cast in Handel's Israel in Egypt. Next Wed and Thurs: Gulini conducts Royal Concertgebouw (8718 345).

## BRUSSELS

CONCERTS  
Georges Delzer conducts Walloon

Chamber Orchestra in works by Mozart, Bach and Gluck, with soprano soloist Age Winkla. Thurs: Ronald Zollman conducts Belgian National Orchestra in works by Mendelssohn and Mozart, with soloists Tabea Zimmermann and Hagai Shaham. Fri: Pierre Bartholomew conducts Liege Philharmonic Orchestra in works by Haydn, van Rossum and Beethoven. Sun afternoon: Muhai Tang conducts Royal Flanders Philharmonic Orchestra in works by Liszt, Dohnanyi and Dvořák, with piano soloist Ju Hee Sun. Mon: Philippe Herreweghe conducts Mendelssohn's Elijah, with soloists including John Mark Ainsley. Feb 18: Anne Sophie Mutter (Palais des Beaux Arts 507 8200).

## THEATRE

The main event this month is a production of Ibsen's John Gabriel Borkman directed by Luc Bondy and designed by Erich Wonder. First night Feb 13, daily except Mon till Feb 21 (Théâtre National 217 0303).

## CHICAGO

CHICAGO SYMPHONY  
Daniel Barenboim is conductor and soloist on Thurs, Fri and Sat in a programme including works by Mozart and Rimsky-Korsakov and the world premiere of a new work by Melinda Wagner (435 6668).

CHICAGO LYRIC OPERA  
Zubin Mehta conducts August Everding's new production of Das Rheingold tomorrow and Sat (also next Tues and Fri). The cast includes James Morris.

Ekkehard Wlaschika, Tatiana Troyanos and Bryn Terfel. Fri, next Tues and Sun: Un ballo in maschera with Antonella Banaudi, Taro Ichihara, Paolo Gavanelli and Fiorenza Cossotto (332 2244).

## PARIS

DANCE/OPERA  
Palais Garnier: La Bayadère: Nureyev's Opera Ballet production can be seen tomorrow, Thurs, Sat, Mon, Tues and Wed. Feb 22-27: Pina Bausch Tanztheater Wuppertal (4017 3535).

Théâtre de la Ville: Anne Teresa De Keersmaeker: the Belgian choreographer's experimental dance group Rosas presents a new work entitled Eris, music by Beethoven, Webern and Shostakovich, daily till Sat. Feb 9-13: Studio DM presents new work by Catherine Diverres. Feb 16-21: Nederlands Dans Theater (4274 2277).

Opéra Bastille: Les Contes d'Hoffmann: Vinson Cole, Jean-Philippe Lafont, Mara Zampieri and Natalie Dessay head the cast in Roman Polanski's production, conducted by John Nelson (next performances tomorrow and Mon, in repertory till Feb 27). Un ballo in maschera: Thomas Fulton conducts Nicolas Joel's production, with Dennis O'Neill and Gabriela Benackova (next performance Sat, in repertory till Feb 20). Thurs: Dmitri Hvorostovsky song recital. Fri: Hedwig Fassbender song recital (401 1616). Next Tues at Opéra

## Ballet/Alastair Macaulay

## Thoughts on 'The Sleeping Beauty'

Music is one thing. Movement is another. But put the two together, and the amalgam is something else again. To hear Tchaikovsky's score for *The Sleeping Beauty* is marvellous, but not half as marvellous as hearing it accompany the vision Tchaikovsky had in mind. And here is the main pleasure of Ninette de Valois's 1977 Royal Ballet production of *Beauty*, 90 per cent of the time. Simply, it tells its story with near-constant musical detail. To return to this after three years in which London has seen both Bolshoi and Kirov productions is like walking through clover after mowing for gold.

Looking again at de Valois's staging, I marvel at the near-perfect harmony (until late in Act Two) it weaves between sight and sound. This is at its clearest in the big mime scenes — at the end of the Prologue, for example, when Monica Mason's slighted Carabosse lays her fateful prophecy on the royal court and Genesia Rosato's Lilac Fairy overrules her; or when Rosato returns in Act One to reassure the court about the lifeless Aurora ("She is not dead, but sleeps"). Every gesture, every opening of an eye, every lighting effect, makes a visual frame that answers the music's tapestry movingly.

Yet however good it is to see this *Beauty*, listening to Mark Ermler's conducting of the score brings no joy. He has flamboyance and panache, yes; but he cloths the lucid textures of Tchaikovsky's wonderful orchestration, and — worse — he keeps tugging the music from beneath the dancers' feet by his notions of rubato. Royal Ballet dancers try to be careful timekeepers at all times, but if the company is fully to recover from its 1990s recession, it must recover its old musicality and dance in real phrases. With conducting as egotistical as Ermler's, however, this will

not be possible. Darcy Russell, dancing her first Princess Aurora on Saturday night, coped more than handily with the double threat of debut nerves in the supreme 19th-century classical role and a difficult maestro. When Kenneth MacMillan made the ballerina role of his three-act *Prince of the Pagodas* on her, he was preparing her for this role. (He dedicated his production to Margot Fonteyn, the Royal's greatest Aurora.) And if Russell now learns to unfold all the role's musical and poetic nuances, she will reward both us and herself for years to come. Already she combines expansiveness, innocence, and technical command in near-ideal measure.

There has never been anything wrong with this production that could not be set right by listening to Tchaikovsky more feelingly. The two big Act Three pas de deux — for the Bluebird and his Princess, and for Aurora and her Prince — are conceived too little as musical revelations of character, too much as showstopping arrays of big steps. And the production has already begun to flag — in lighting, musical timing and dramatic sense — as the Prince enters the Lilac Fairy's boat to the sleeping castle. Why do we see Carabosse when the music tells us she is just a memory? Why does the Prince keep looking back? And so on.

The Royal is dancing *Beauty* with more confidence and attack than in the late 1980s. Among the many soloist performances on Saturday, Nicola Roberts and Bruce Sansom stand out. Jonathan Cope, dancing the Prince, is no actor and (unlike Russell) has no assurance in addressing an audience. But he is flowing in the way he stands, in the flowing amplitude of his dancing, and in the self-effacing good manners of his partnering. He and Sansom are almost alone among Royal male dancers in the way they do



Darcy Russell, who made her debut on Saturday as the Royal Ballet's latest Princess Aurora

not try to take their steps by force. As for the women, Russell is almost the only one under the age of 30 who is truly classical. In current Royal Ballet style, you try to dance firm and brisk beneath the waist, and soft and gentle above the waist; and then, like an afterthought, you try to synchronise the two. (Not everybody succeeds.) Royal dancers are more classical and more vivid when they mime,

because then they follow a single impulse. But this mime/dance dichotomy used not to exist here, and it should not now. Dance should simply take mime virtues and make them lyrical and brilliant. And Tchaikovsky's score tells you this too.

In occasional repertory at the Royal Opera House, Covent Garden, until April 3

## Concert/Richard Fairman

## Elgar's Lux Christi

Elgar remarked in later life that *Lux Christi* had been conceived against the odds, by a poor wretch teaching all day, resigned to composing after dinner with a splitting headache. But, he added, the "spirit and will" were there. That shows through not in any tangible sense of resolve, for the music lacks direction and its quality is up-and-down, but in its very personal tone. This is a score which searches deep in its soul for what it wants to say at its finest moments.

In this performance those almost always occurred when Jesus was singing, in the person of the bass Philip Larkin loved to hate Archie Shepp, the US tenorist who shared a double bill earlier this week at Islington's Union Chapel with cornettist Nat Adderley. Larkin thought his sound was "like *Flight of the Bumble Bee* scored for bagpipes and concrete mixer". In those days, the mid-1960s, Shepp and his avant-garde colleagues were trying to make order out of chaos. Twenty-odd years on, the old order has prevailed and the brutal stylist has given way to a populist blues-inflected post-bopper.

Accompanied by his regular band of Horace Parlan (piano), Wayne Dockery (bass) and Steve McCraven (drums), Shepp began in a lugubrious mood but progressed through mellow compositions from his last album *I didn't know about you*, to a funk piece which involved James Brown style "ow" exclamations. Surprisingly, given his doleful appearance, old Shepp has a fine singing voice which he uses enthusiastically — a deep blue baritone crooning on a ballad like his own "Déjà Vu" or shouting the blues, which he is also prone to. The tenor playing, while it retains much of the gruffness and rough edged familiarity with the melody, is growing more friendly with age and Shepp sounds more comfortable savouring a ballad than punching out tough phrases. Parlan, who shares the writing with the leader, is an empathetic accompanist and combines a Monk-like right hand with a less percussive left for bitter-

John Shirley-Quirk. His magnanimity of utterance and long-breathed vocal lines remain as imposing as ever. Arthur Davies sang the blind man who is restored to sight, not without some constriction in the voice, though he has both the outgoing romantic ardour and the quiet sense of wonder for the music. Judith Howard was the soprano Mother. Linda Finnie the contralto Narrator.

The choruses are not the work's strength. Elgar was still feeling his way towards the grand structures that crown his mature oratorios, but the London Symphony Chorus

concealed how-four-square much of the writing is with their sheer energy. Hickox himself, conducting an attentive London Symphony Orchestra, still rushes at climaxes, which arrive in a few bars rather than over several pages, as they should; but his passionate Elgar is preferable to the old, sedate style.

Unlike its successors, *Lux Christi* is short enough to allow another piece in the first half of a concert. On Sunday, that should have been Maria João Pires in what one imagines would have been a deeply-considered performance of Beethoven's "Emperor" Piano Concerto, but Pires was ill and her place was taken by Jon Kimura Parker — ruthlessly exact, a brilliant organiser of the pianistic effects that make the surface of this concerto sparkle, but not often more.

## Jazz/Garry Booth

## Matinee idols

Surprisingly, given his doleful appearance, old Shepp has a fine singing voice which he uses enthusiastically — a deep blue baritone crooning on a ballad like his own "Déjà Vu" or shouting the blues, which he is also prone to. The tenor playing, while it retains much of the gruffness and rough edged familiarity with the melody, is growing more friendly with age and Shepp sounds more comfortable savouring a ballad than punching out tough phrases. Parlan, who shares the writing with the leader, is an empathetic accompanist and combines a Monk-like right hand with a less percussive left for bitter-

sweet chords. Cornettist Nat Adderley leads a similarly distinguished regular band which features elder statesman Jimmy Cobb in the traps and the promising young alto Vincent Herring, alongside Walter Booker on bass. An altogether more zippy affair, Adderley's set is delivered with gags and patter while the numbers swing hard and fast.

Younger brother to the late altoist, Cannonball Adderley, Nat is an agile horn player and alternates between the crisp, silvery tones of the muted instrument and later, unfettered blowing. Choice material, from Zawinul's "Scotch &

Water" to his own big earner, "The Worksong", is moved along briskly by Bargaud who peeks away at the keyboard furiously and Cobb, a melonome tone keeper. Booker, a ragged improviser, provides dark shading for Adderley (in "Autumn Leaves" for example) and natters cheerfully throughout young Herring's Baroque solo spot in Hank Mobley's "This Idea Of You".

Islington's Union Chapel, incidentally, is an unusual and atmospheric addition to the London jazz circuit, though the reverberating sound may not be to everyone's taste. The octagonal floorplan and cavernous vaulted roofspace accommodated over 1000 worshippers for the Adderley/Shepp double-bill whose Sunday matinee performance commenced shortly after a handful of Congregationalists had left their pews!

## European Cable and Satellite Business TV

(all times are Central European Time)

## MONDAY TO THURSDAY

Super Channel: European Business Today 0700; 2230

## MONDAY

Super Channel: West of Moscow 1200.  
Super Channel: Financial Times Reports 0630

## THURSDAY

Sky News: Financial Times Reports 0330; 0130

## FRIDAY

Super Channel: European Business Today 0700; 1200; 2230  
Sky News: Financial Times Reports 0530

## SATURDAY

Super Channel: Financial Times Reports 0630  
Sky News: West of Moscow 1130; 2230

## SUNDAY

Super Channel: West of Moscow 1630  
Super Channel: Financial Times Reports 1900  
Sky News: West of Moscow 0230; 0530  
Sky News: Financial Times Reports 1330; 2030

Comique: first of six performances of Mozart's *Ascanio in Alba* (4286 8883)

## CONCERTS

Théâtre des Champs-Élysées  
Tonight: Heinrich Schiff joins Alban Berg Quartet in Schubert chamber music. Tomorrow: Philippe Herreweghe conducts Mendelssohn's Elijah. Thurs: concert performance of *Iphigénie en Tauride*, with Martine Dupuy. Sun: Maria João Pires piano recital (4720 3637).  
Châtelet Tonight: Yvonne Kenny song recital. Next Mon: Pierre Boulez conducts Philharmonia Orchestra in works by Boulez, Elliott Carter and Messiaen, with soloists including Maria Ewing (4028 2840).

Salle Pleyel Next Mon: opening of week-long residency by Berlin Philharmonic Orchestra, during which Claudio Abbado will conduct a Brahms cycle with soloists including Maurizio Pollini and Maxim Vengerov (4563 0796).

JAZZ/CABARET  
Jazz Club Lionel Hampton Strunz and Farah, two virtuoso guitarists whose music combines Latin American rhythm with Spanish, Oriental and African improvisations. Daily till Sat, music from 22.30. Feb 8-20: organist and trumpeter Joey DeFrancesco, American swing virtuoso (Hôtel Meridien Paris Etoile, 81 Boulevard Gouvion St Cyr, tel 4068 3042).

## WASHINGTON

KENNEDY CENTER  
Opera House: American Ballet

Theatre presents a mixed bill including works by Mark Morris and Balanchine (tonight, tomorrow, Thurs) and a tribute to Agnes de Mille (Fri, Sat, Sun).

Concert Hall: Paavo Berglund conducts National Symphony Orchestra in works by Mendelssohn, Schumann and Haydn, with piano soloist Eliso Vuraladze (tonight), and Debussy, Brahms and Prokofiev with violin soloist Midori (Thurs, Fri, Sat). Vienna Chamber Orchestra gives a late afternoon concert on Sat, and Jean-Pierre Rampal a flute recital on Sun afternoon. Feb 14: Georg Solti conducts Vienna Philharmonic. Philadelphia Orchestra. Eisenhower Theater: Washington Opera's season continues next week with La Cenerentola on Mon and Bizet's Pearl Fishers on Tues. Feb 20: Turandot with Eva Marton (202-467 4800).

BALTIMORE SYMPHONY ORCHESTRA  
Thurs and Fri at Joseph Meyerhoff Symphony Hall: Christopher Seaman conducts Gerhard Samuel's Looking at Orpheus Looking, Rakhmaninov's Second Piano Concerto (Garrick Ohlsson) and Shostakovich's Fifth Symphony (410-783 8000).

THEATRE  
● The Comedy of Errors: Shakespeare's comedy directed by John Rattall. Till March 14 (Shakespeare Theater at the Lansburgh 202-393 2700).  
● The Alchemist: Ben Jonson's play of greed and deception. Till Feb 21 (Washington Stage Guild 202-529 2084).

● It's the Truth, If You Think It Is: Pirandello's mystery thriller directed by Liviu Ciulei. Till Feb 21 (Arena Stage 202-488 3300).

## JAZZ/CABARET

Blues Alley Jazz Supperclub  
Tonight: Rebecca Paris, jazz vocalist. Tomorrow: Keyvin Lettau, vocals. Fri, Sat, Sun: Stanley Jordan, guitar. Next Tues-Sun: Jerry Butler (1073 Wisconsin Ave, in the alley, 202-337 4141).  
Barns of Wolf Trap Thurs: The Nighthawks, blues, boogie, rock and roll. Fri: Jerry Gonzalez and Fort Apache Band, Latin jazz. Sat: Livingston Taylor, acoustic folk guitarist (703-218 6500).

## ZURICH

Opernhaus Tonight: Riccardo Chailly conducts Mahler's Seventh Symphony. Tomorrow and Sun: Nikolaus Harnoncourt conducts the Ponnelle production of Così fan tutte, with Lucia Popp and Ann Murray. Thurs and Sat: choreographies by Nijinski, Bernd Benier, Arthur Saint-Léon and Jorma Uotinen. Fri: Die Fledermaus (262 0909).  
Tonhalle Tomorrow and Fri: Christoph Eschenbach conducts Tonhalle Orchestra in works by Mahler, Chopin and Stranz, with piano soloist Zlmon Barto. Thurs: American String Quartet plays works by Haydn, Mendelssohn and Brahms. Feb 14: Alfred Brendel (206 3434).  
Theaterhaus Geselleraallee Impressions de Pelléas: Peter Brook's Debussy adaptation, daily till Sat (221 2285).







## FINANCIAL TIMES

Number One Southwark Bridge, London SE1 9HL  
Tel: 071-873 3000 Telex: 922186 Fax: 071-407 5700

Tuesday February 2 1993

## India needs faster reform

WHEN Mr Manmohan Singh was appointed India's finance minister during a payments crisis in 1991, he said: "We in this country have to wake up to the harsh realities of this new world." His economic reforms have begun to dismantle isolationist barriers, as well as improving India's creditworthiness and easing the bureaucratic stranglehold on business.

But as he prepares his third budget to be delivered on February 27, Mr Singh still faces enormous tasks. Though the economy is turning upwards and inflation is falling, exports and foreign investment are disappointing. Moreover, the budget will launch a session of parliament likely to be turbulent for the government of Mr P V Narasimha Rao. The prime minister's uncertain handling of the Ayodhya temple dispute has left his government lacking direction. A January cabinet reshuffle carried no message, wasting an opportunity to restore leadership.

Just as financial crisis provided initial justification for economic reform, so the political malaise provides a platform for Mr Singh's budget. He can recreate an identity for the government by decisive action to open the economy further.

Among the steps he should take are sharp cuts in tariffs, including those on capital goods needed to develop infrastructure and export industries; a shift of tax revenues away from customs duties to new sources such as a value added tax; and reform of the financial system, including cuts in subsidised lending, more efficient management of state-owned banks, reorganisation of their balance sheets and injections of new capital.

Mr Singh also needs to prove that he can make the public sector shrink, while giving those who run the administration and state corporations greater flexibility to manage their staff. Recent disturbances may mean the time is not right for full convertibility of the rupee, but this should be achieved as soon as possible.

All these measures are politically charged. But all are necessary if Mr Singh is to proceed with reform. The international climate remains fair for India. The British business leaders who travelled with Mr John Major last week were given a convincing picture of the opportunities. The settlement of India's dispute with Russia on debt payments improves the prospects for the balance of payments and for export markets. India continues to receive substantial aid commitments.

However, foreigners must question how much reform means when aid commitments for badly-needed infrastructure projects are not utilised because of a lack of Indian counterpart funds. Investment projects cleared by one ministry can be blocked by another. Foreign business people must pay more than Indians for hotel rooms and domestic airline tickets. Even a request for installation of a telephone line in reasonable time must go to the minister for communications.

Mr Singh has the opportunity to erode significantly the mentality which creates such frustrations. As a technocrat rather than a career politician, he can be bolder than his colleagues might be. He could even, as the fruits of reform pass into the economy, prove to be his party's saviour.

## Cutting red tape

THE BRITISH like to think of themselves as a pragmatic nation with no time for the formalities which often burden their Continental rivals. Yet there is growing evidence that business in the UK is hobbling through ever more tangled lengths of red tape - not all of it imported from Brussels.

Mr John Major is not the first prime minister to declare war on the problem and he will today meet ministers and senior civil servants to hear their ideas for reducing the burden. The extent of red tape has been well-documented. A small business owner would need to read 26 booklets running to nearly 270,000 words to understand all the regulations affecting him, one business lobby group has calculated. The 1980 edition of one of the basic textbooks on company law ran to 486 pages in 1980. By 1991 it had expanded to 3,544 pages.

Small businesses in particular have long complained about the cost of administering VAT and the burden of compulsory audit. In recent years regulations have been added in food safety, child care, the environment and transport safety. Every piece of legislation may individually make sense but taken together they add up to a heavy burden.

The government has had a deregulation initiative in place since 1985 but has failed to stem the tide of new regulation. What practical steps can it now take?

First, it should resolve that new

legislation will be drafted with a view to supervising the outcome of actions rather than attempting to control the details of the process. Business should be aware that there are effective penalties for actions which lead to financial fraud, food poisoning or accidents.

Within this general principle there are clearly many activities which still need light-touch regulation. Notably, the translation of EC directives into UK law must be monitored to prevent UK civil servants gliding the Brussels lily. The government has already said it plans to introduce more formal techniques for measuring risks and assessing the cost to business of complying with new laws. These techniques and individual assessments need to be made public. Also, the existing deregulation drive requires a higher profile and greater political momentum.

In the end, any system will only be as good as the officials responsible for applying it. Training should focus on the need to enforce rules efficiently but sensibly. The FT's own research has revealed startling examples of official zeal.

The unseen costs of excessive regulation are considerable in terms of higher prices, the stifling of innovation and ultimately jobs. Removing red tape is an endless task requiring some delicate judgements but it is a challenge which yet again requires a sustained effort from the top.

## ICI pays up

STROKING Britain's recession-weary business community is likely to be a central theme in the government's forthcoming budget. But while prime minister John Major is keen to employ interest rate cuts and tax breaks as evidence that economic growth and an export-led recovery really are at the top of his agenda, British companies continue to resist the message.

Mr Major's heart will have sunk yesterday morning on seeing details of the latest pay package agreed by Imperial Chemical Industries. Manual workers at three ICI plants can expect to receive double-digit pay rises this financial year followed by an extra 4 per cent a year for two more years on top of the annual pay round. The agreement should in time cover all ICI's 20,000 manual workers. Meanwhile, the government, struggling to control the growing fiscal deficit and prevent sterling's recent devaluation from feeding into wage settlements, has imposed a 1% per cent pay ceiling on public sector pay increases.

Hold on a moment, ICI's management will say. Our pay package does look a little embarrassing for the government, but this comparison with the public sector really is not valid.

This year's pay increase, agreed last June, was only 5.1 per cent, perhaps a little high compared to inflationary expectations but not out of line with average pay settlements at the time. The extra 6 per

cent increase this year is in exchange for changes in shift patterns and other radical changes in working rules which will undoubtedly achieve an equivalent saving. ICI knows its business and is updating its working practices in order to compete in the global market-place in the 1990s.

ICI, they will argue, acknowledges that the end of a recession is not the best time to agree a real increase of 10 per cent; but the negotiations were started two years ago when an imminent recovery was confidently expected. Of course ICI would have preferred to achieve the changes without needing to offer this financial incentive to the workforce to co-operate; but the threat of industrial action in a capital-intensive industry is too harrowing to consider, however high the official unemployment rate.

True, this pay package means the productivity gains will be used to increase workers' pay rather than to cut prices and increase exports to close Britain's gaping trade deficit; but the macroeconomy is the government's business. And yes, workers at Rover agreed last year to a radical change in working practices, in order to match Japanese productivity levels, while receiving no specific payments in return; but Rover is a special case. Offering large financial carrots in exchange for productivity increases is standard British practice.

It must cease to be so.

THE UK government's inquiry into whether high-street banks are spoiling the chances of an economic recovery by making loans to small businesses prohibitively expensive did not end as expected. Mr Norman Lamont, the chancellor, started the inquiry amid a wave of public antipathy to banks. But it ended with the conclusion that they have not behaved as badly as many of their customers think.

The inquiry was completed last week with the announcement that banks will allow businesses with turnovers of less than £1m to make complaints to the banking ombudsman, as personal customers already can. In spite of a public belief that banks had not passed on interest rate cuts to small businesses, it found that they had only slightly widened the gap between base rates and loan interest rates.

Yet behind this facade of stability, the banks are engaged in a fundamental rethink of small-business lending, which could lead to far more expensive and restrictive loans. The 1980s lending that led to talk of an "enterprise culture" has gone so wrong that banks are now questioning the nature of the market. Barclays has been writing off bad loans to small businesses at the rate of £1m a day for 15 months.

The problem of small-business lending has big implications for British bank profitability. When banks faced growing competition in the personal and large corporate sectors of their business in the 1980s, small corporate lending appeared the last bastion of easy profits. Building societies were offering rival cheque accounts to personal customers, while big companies with better credit ratings than banks obtained money directly from wholesale markets.

In contrast, there was slim competition in small-business lending. Fewer than 1 per cent of the 2.9m businesses with an annual turnover of less than £1m are estimated to sell debt to obtain working capital, a process known as factoring. And in spite of speculation about competition from foreign banks, Barclays, National Westminster, Lloyds and Midland still provide the bulk of financial services to 84 per cent of the market.

Not only were there few rivals, but there also appeared to be little risk. Banks thought they could charge higher margins than they would get on large corporate lending without much threat of losing their capital. Much lending was secured on properties of business owners, which were rising in price. Businesses that failed presented little risk, while most thrived in the late 1980s boom.

This happy equation has since fallen apart. As businesses have

UK banks are rethinking small-business policies, which could lead to more expensive loans, says John Gapper

## The equation that didn't add up

failed and property prices fallen, lending secured on property has become unsecured. Banks have also found that some of the money they theoretically lent as working capital was used to substitute for equity in undercapitalised businesses. They had not followed loans closely enough to discover this.

The result was that money ploughed into the fabric of small businesses - disguised as "hard core" overdrafts - was impossible to get back. Banks now grumble that the return on their loans, which seemed generous at the time, was not enough to cover the cost of risk. "We have been lending much too cheaply, because we have actually provided risk capital," says Mr David Lavarack, Barclays' head of small business.

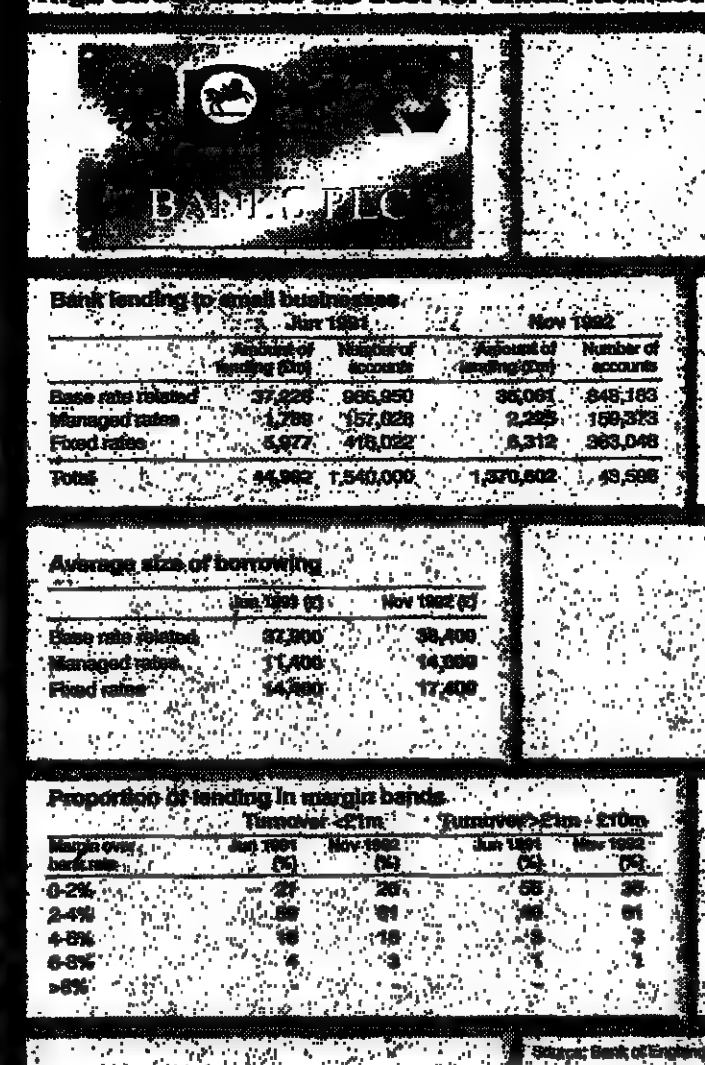
As banks have reassessed small-business lending, they have been faced with the most worrying fact - they have no reliable way of calculating profitability. In theory, banks should allocate capital by assessing the risk of different forms of business, their profitability over a business cycle, and overheads. By doing so, they will not be over-indebted by profits during economic upswings, or recession losses.

In practice, banks are finding this extremely difficult. Overheads are hard to calculate when different businesses are carried out through branches. And financial data are not good enough to monitor upwards over recent years. "Banks are about five years behind other large corporations in their financial management," says one clearing bank director.

The finance directors of several banks are now working on producing better profit measures. Meanwhile, banks are trying to increase profitability in two ways.

First, they are trying to reduce risk. They are changing how they assess the risk of loans, and trying to monitor companies once loans are made. Although banks insist that managers have always been taught to look at cash flow rather than loan security, the message is now being reinforced. "I am a strong advocate of staying in touch. We and our customers benefit from them pulling out financial data," says Mr Lavarack.

### High street banks: the cost for small business



National Westminster has devised training courses for its managers so they can assess the competence of small-business owners more quickly. "Often everything is resting on a single man's shoulders," says Mr John Bradford, NatWest's head of small business.

Second, they have raised charges on services, such as cheque-clearing, and re-examined loan margins. It is this process, carried out over

the past 15 months, which led to the Treasury inquiry. Mr Terry Smith, a banking analyst at Collins Stewart, says banks are testing the market without a sense of what price it will bear. "They do not actually know the level of demand," he says.

Banks have traditionally tried to raise charges and loan margins as surreptitiously as possible. But this has become harder because of increased public scrutiny, which

has forced the banks to publish charters for small-business customers, and to start notifying them of charges before they are levied.

They have nonetheless been fairly effective in managing to hide from public view the size of their increases in charges. Barclays and National Westminster have disclosed that their average margin on small-business loans has risen from 2.9 percentage points above base rate to about 3.5 points over 18 months. But the level of fees and charges associated with these loans has been rising much faster.

Mr Smith estimates that NatWest's commission income rose by 27.9 per cent and Barclays' rose by 18.2 per cent in 1991, while the overall value of transactions in the banks' clearing system fell by 0.9 per cent. He argues that small businesses probably bore a disproportionate amount of this rise, because there was stiffer competition among banks for personal customers.

There are still few alternatives to banks for smaller businesses. Even if they can seek loan finance elsewhere, most small businesses rely on banks' clearing services. While most personal customers get free banking if in credit, business fees are rising. "There is not a lot of choice out there, and most people are with one bank or another," says Mr Stan Mendham, founder of the Forum of Private Business. Banks have made moves to offer equity finance to small companies through venture capital, but they have little appetite for taking equity stakes in a lot of small businesses.

Some bankers now talk of the government having to provide tax breaks if they are to lend again to poorly capitalised businesses. But Mr Mendham argues that neither small businesses nor banks can abandon each other in a time of adversity. "I think most businesses would prefer the devil they know, as long as the relationship improves," he says.

The fuss over charges may indeed fall to break up the old relationship between banks and small businesses. If the banks get higher returns, and small businesses can complain to the banking ombudsman, both sides may gain enough from the latest inquiry to satisfy them. But the severity of losses sustained by the banks could lead to a break with the past.

This depends on banks' new methods of assessing loan risks. For the first time, the banks assume that small-business lending is an easy source of profits is being questioned. For now, banks will struggle along. But it is not certain that their old bonds with small companies will ever wholly recover from the wounds of recession.

## Productivity leads America's recovery

There is a quiet transformation now shaping the basic fabric of the US economy. The evidence is everywhere - rising productivity, the magic elixir that hold the key to any nation's standard of living. Over the past year and a half, business productivity has risen at a 2.6 per cent rate - about double the rate that would have been expected in this anaemic recovery and all the more encouraging when compared with average increases of only 0.2 per cent from 1987 to 1991.

Productivity improvements in the US stem from the most powerful economic force of all - global competition. Record trade deficits forced manufacturing companies to slash costs with a vengeance. Now the pendulum of global competition has swung into the service sector, with deregulation and globalisation prompting a new wave of restructuring. In services, airlines, telecommunications, retailing, insurance, advertising, accounting, and

the legal profession.

The dark side to this outcome has not been lost on America's once-rosent white-collar workers. White-collar hiring in services has been slashed to a standstill - rising only 0.3 per cent in 1991, easily the weakest performance in more than 20 years. And with private service industries accounting for literally three out of every four workers currently employed in the US, the outcome has been a dramatic compression in overall job creation.

What is critical to appreciate, however, is that today's pain could well be laying the foundation for lasting gain. Many positive benefits are already apparent. Reflecting intense cost cutting, business unit labour costs are now up only 0.5 per cent over the past year, a very hopeful sign for the inflation prognosis.

Indeed, disinflation is the silver lining of a productivity-led recovery, broadening the purchasing power of beleaguered consumers, and ensuring well for further reductions in longer-term interest rates. Needless to say, the beneficial impact of such a productivity-led recovery may be difficult to appreciate in today's tough economic climate. That is because the US economy is still in the first stage of a productivity revival. The victims of restructuring are fearful of permanent job loss. And survivors are hurting as well - less secure about their job prospects and working longer and harder than ever before.

Of course, productivity gains cannot be sustained just by adhering to the slash-and-burn strategies of intensified cost cutting. Such an outcome would lead to a "hollowing" of corporate America at precisely the time when rebuilding is essential to maintain global market share in an ever-expanding global economy. Thus, the second phase of a productivity-led recovery requires companies to look beyond restructuring - embarking on a bold course of enhanced capital formation and providing workers with the latest in technologically sophisticated tools needed for improved efficiency solutions.

There is also a third phase, entailing long-overdue upgrading of the quality of human capital - giving workers a new set of intellectual tools, so they can work smarter,

continually pushing out the envelope of discovery and innovation. A key goal in the 1990s should be to craft economic policies that provide further impetus to this nascent productivity-led recovery. Incentives for capital formation are critical, and in this regard President Clinton is to be commended for his support of an investment tax credit, defence conversion, and a permanent R&D tax credit. Moreover, Clintonomics has much to say about an upgrading of human capital, stressing the combination of educational reform, apprentice programmes, and worker re-training.

While these prescriptions seem to match the imperatives of productivity enhancement, the benefits could be lost if the new president tilts away from trade liberalisation to shelter US industry from global competition. Equally disconcerting would be a lack of fiscal discipline - a possibility if the Clinton administration does not adopt a credible programme of deficit reduction.

Policy must also be sensitive to the dark side of a productivity-led recovery. America is now suffering from a profound loss of traditional

sources of job creation. In response, new sources of hiring must be articulated - not by relying on make-work pork barrel projects, but through the birth of new companies. Entrepreneurs and other risk-takers will need incentives to fill the looming employment gap of the 1990s. Elimination of capital gains taxes for patient investors in business start-ups - together with an employment tax credit - would go a long way in satisfying this aim. Such targeted incentives are the most affordable of all: no tax break without a job creating start-up.

Most of all, America's new leaders must now come to appreciate that the door is open. If the US is to earn its fair share in an increasingly competitive global market place, it must stay the course of a productivity-led recovery.

Ultimately, that's what gives workers the fairest share of all, getting paid a just reward for their innovative endeavours.

Stephen Roach  
The author is co-director of global economics, Morgan Stanley & Co

## Putting heads together

One of the more fascinating sub-plots in the hunt for the next boss of IBM is that it has thrown together the world's two top headhunters - Tom Neff and Gerry Roche. If it were not for other company than IBM, it would be hard to imagine two of the world's most competitive headhunters being asked to bury their differences and share their contact books.

It is highly unusual for a firm to advertise its use of headhunters and even more unusual to hire two. However, IBM has announced that it has retained Heidrick & Struggles and Spencer Stuart, two of the top four US-based headhunters. The advantage of having two firms is that it proves to investors that everything is being done to find the right man.

It also overcomes the problem of headhunters who are barred from poaching executives of firms they have recently worked for because of self-imposed off-limits rules. Even headhunters have ethics, it seems. If IBM is going to find a successor, then these two should be able to do it.

The downside is that they are fiercely competitive. Heidrick & Struggles' Roche is the acknowledged king of the headhunters. He was the man who found Apple's John Sculley, for example. However, Spencer Stuart's

Neff is said to be coming up fast and has his eye on Roche's crown. White-collar hiring in services has been slashed to a standstill - rising only 0.3 per cent in 1991, easily the weakest performance in more than 20 years. And with private service industries accounting for literally three out of every four workers currently employed in the US, the outcome has been a dramatic compression in overall job creation.

### Well read

Denmark's new Social Democratic prime minister Poul Nyrup Rasmussen, is taking no chances. Mindful of the fate of his predecessor, Poul Schlüter, who resigned last month after having been caught out being a little too economical with the truth, Rasmussen has apparently decided that his civil servants should not be allowed to drop him in it.

To whit he has ordered 30 copies of the Yes, Minister, and Yes, Prime Minister books from the English Bookshop in Copenhagen. It can be safely assumed that Sir Humphrey and Machiavelli will continue to be read during what Rasmussen claims will be his "decade of decency".

### Beach bums

A small rebellion has broken out in Rio de Janeiro. The fun-loving capital of Brazil has refused to keep in time with the rest of the country and put its clocks back. Rio's decision to stay on summertime caused chaos in the city yesterday, particularly as the digital clocks placed along the

## OBSERVER

citizens more time on the beach before lights out. He insists his city will stay on summertime for two more months and says that if his people are confused they can always wear two watches.

Princess  
The hot money is still on an internal candidate to replace Rupert Pennington as editor of The Economist magazine when he departs for his new job as deputy governor of the Bank of England. The paper's culture, though intellectually spiky, tends to be hostile to would-be editors from outside. But one possible outside candidate has insider qualifications.

Sarah Fogg, head of the Number 10 policy unit, is a former economics editor of The Economist. She also proposed Pennington for his new post at a late stage in the Whitehall job search.

What could be next, now that it's all hard grind in Downing Street, to pluck back into one of British journalism's more attractive seats, having emptied it in the first place. Now there's a Machiavellian thought.

next head of the CIA, he can expect a third-degree interrogation. Libers will want to know whether he is a cold-warrior in disguise while the conservatives will want to be reassured that he is hawkish enough for their tastes. Like his new commander-in-chief, the 51-year-old Woolsey started in the sticks - Oklahoma - before climbing that well-known path to power. Stanford, opposition to the war in Vietnam, a Rhodes scholarship to Oxford and Yale Law School.

But Jim Woolsey is not as buttoned-down as he seems. Just as his president seeks relief with the saxophone, Woolsey is a feathery ballroom dancer, a one-time instructor at the Arthur Murray school. He is also a deep devotee of baseball, and not above drawing lessons from the game that are applicable to intelligence-gathering.

One thing he will have to come to grips with, however, is a change in life-style. After a particularly good party a few weeks ago, Woolsey received a late night call from the CIA. Would the director-designate please close his front door and, while he was at it, kindly stop leaving the key under the mat.

Key to spying  
Controversy always surrounds America's number one spy. So when Jim Woolsey appears before the US Senate today for confirmation hearings on his suitability as the

Key to spying  
Controversy always surrounds America's number one spy. So when Jim Woolsey appears before the US Senate today for confirmation hearings on his suitability as the

Key to spying  
Controversy always surrounds America's number one spy. So when Jim Woolsey appears before the US Senate today for confirmation hearings on his suitability as the

Key to spying  
Controversy always surrounds America's number one spy. So when Jim Woolsey appears before the US Senate today for confirmation hearings on his suitability as the

Key to spying  
Controversy always surrounds America's number one spy. So when Jim Woolsey appears before the US Senate today for confirmation hearings on his suitability as the

Key to spying  
Controversy always surrounds America's number one spy. So when Jim Woolsey appears before the US Senate today for confirmation hearings on his suitability as the

Key to spying  
Controversy always surrounds America's number one spy. So when Jim Woolsey appears before the US Senate today for confirmation hearings on his suitability as the



## UN peace authority sees no security justification for attacks Cambodians hit Khmer forces

By Victor Mallet  
in Phnom Penh

CAMBODIAN government forces have launched an offensive against Khmer Rouge guerrillas on several fronts in the worst fighting since the United Nations peacekeeping mission was established a year ago.

The UN Transitional Authority in Cambodia (Untac) yesterday announced a catalogue of ceasefire violations since Friday in five of the 11 military sectors into which the UN has divided the country, including artillery and mortar fire exchanges.

Although the ceasefire has been in tatters for months, and there were no immediate reports of heavy casualties, the offensive will further damage Untac's credibility as it attempts to prepare for elections in May.

Untac officials said villagers in some areas had fled their homes and government troops had conscripted civilians and former refugees recently repatriated from Thailand. Some were reportedly being used as forced labour to carry ammunition.

The Khmer Rouge almost from the start refused to co-operate with Untac, take part in elections or abide by peace agreements it signed in 1991, forcing the UN to acknowledge that the administration of Mr Hun Sen, the prime minister, had the right to defend itself.

Yesterday, however, Untac said the latest government offensive could not be justified by concerns about security.

Officials of Cambodia's Vietnamese-installed government, many of them corrupt and unpopular, are worried about

their likely performance in the elections and are probably mounting the offensive in an attempt to strengthen their grip on the countryside. This would give them a stronger hand in any negotiations to form a coalition.

Khmer Rouge leaders are boycotting the polls, but are banking on being included in a future administration by Cambodian politicians who will want to avoid the permanent partitioning of the country into Khmer and government zones.

Among other attacks, government forces in the west have advanced to within 20km of Pailin, the Khmer headquarters near the border with Thailand.

Further incidents were reported in the north and north-east of Cambodia. Troops of Funcinpec, the royalist party, were involved in at least one

clash, but most of the fighting was between the government and the Khmer Rouge.

The Khmer Rouge was blamed for the deaths of 1m Cambodians during its reign of terror between 1975 and 1978, when Vietnam invaded and installed a pro-Vietnamese communist government. UN military observers and electoral workers have often been impressed with the commitment and discipline of the Khmer Rouge troops, and Untac officials have therefore been surprised by the success of recent government offensives. But there have been signs of differences within Khmer Rouge ranks.

Some Khmer guerrillas have registered to vote. According to a senior Untac officer, at least one Khmer Rouge commander refused to join in a battle for the defence of Pailin a few weeks ago.



Warm welcome: PLO chairman Yasser Arafat (right) embraces Jordan's King Hussein in Amman yesterday. After their hour-long meeting discussing Middle East peace talks and the plight of 400 Palestinians expelled by Israel, Arafat left by road for the Iraqi capital Baghdad to meet president Saddam Hussein. The 48-hour visit is Arafat's first trip to the Iraqi capital since January 1992

## Amato puts coalition's fate ahead of Craxi's problems

By Robert Graham in Rome

MR GIULIANO Amato, the Italian prime minister, has distanced himself from the mounting difficulties of Mr Bettino Craxi, the embattled Socialist leader, in an attempt to preserve the stability of his four-party coalition government.

This comes at a time when the coalition risks being undermined by a bitter battle between Mr Craxi - the prime minister's notional party superior and former close colleague - and the Italian judiciary. The government also faces a vote of no confidence on Thursday, proposed by the former communist Party of the Democratic Left.

Mr Craxi has received three separate advisory notes from Milan magistrates that he is under investigation for alleged corruption and illegal party financing. Parliament must now consider whether to waive his parliamentary immunity.

The Socialist leader has rejected any suggestion of wrongdoing and has gone on the offensive, claiming the magistrates want to undermine Italian democracy. He claims they have overstepped their authority in the 11-month-old Milan corruption scandal and are conducting a campaign of denigration of himself and his party.

Behind the scenes, Mr Craxi is also reported to have threatened to withdraw the Socialists from the government coalition. This threat, coupled with the growing tension within the Socialist party over the fate of Mr Craxi, has obliged Mr Amato to place the plight of his government above that of his party.

President Oscar Luigi Scalfaro has played an important part in encouraging the prime minister to take this position. On Sunday Mr Scalfaro summoned Mr Amato to the presidential palace. The extent of Mr Scalfaro's influence in keeping the coalition alive was also underlined by the former president, Mr Francesco Cossiga, who observed yesterday there was a return to a strong presidency.

Mr Amato's stance towards Mr Craxi has been adopted by Mr Claudio Martelli, the justice minister and potential candidate for the Socialist leadership, and Mr Carlo Ripa di Meana, the environment minister.

All three declined to attend a special party meeting convened yesterday to consider Mr Craxi's position.

The need to put the party's problems at arm's length from the government has also been emphasised by developments in what are now nationwide investigations into corruption being conducted by magistrates. The number of people arrested in 11 months by the Milan magistrates alone rose yesterday to 116. The largest number came from the Socialist party.

The latest arrests include senior figures in the energy business linked to Enel, the national electricity authority.

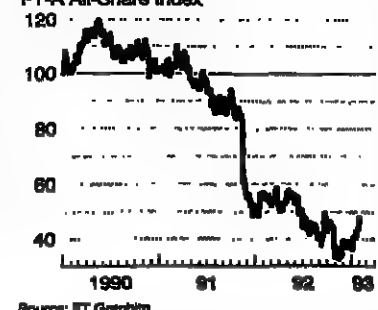
## THE LEX COLUMN

### Paper tigers

FT-SE Index: 2851.6 (+44.4)

#### British Steel

Share price relative to the FT-A All-Share Index



Source: FT Graphics

burden just because British Steel has already closed Ravenscroft. Other European countries may demand further sacrifices, especially given British Steel's exchange rate advantage. Besides, the economic downturn in Europe hardly bodes well for demand. Cheap imports from eastern Europe continue to depress prices.

British Steel is unlikely to revisit its earnings peak of 28.5p in the year to March 1990, not least because it no longer has net cash in its balance sheet. Investors cannot expect 8.75p dividends again. Last year's reduced dividend of 4.5p might be sustainable in the medium term. On a presumed yield of 6 per cent, shares would have a cruising altitude of around 100p against 77p last night. Patience will be required. British Steel would need profits of above £200m to cover such a dividend twice. Even if all goes well in Europe, the company may not be back in profit for another couple of years.

#### British Steel

Paradoxically, given the row about US duties, things may be looking up for British Steel. This is only partly because the company has limited sales in the US. The row appears to be concentrating minds in Europe about cutting capacity. British Steel would benefit because its efficiency advantages would come into play in a more evenly balanced market. With sterling weak, it stands a better chance than its German competitors of making last month's price rises stick. Unsurprisingly, its shares are in demand, especially among US investors attracted by possible currency gain. Yesterday they rose a further 5 per cent.

The bull case, though, is flawed. Detailed debate on European cutbacks has yet to start. It would be rash to assume the UK will escape additional

#### Iceland

There are different ways of peeling the same banana in the food retailing sector, as Iceland's perky trading record illustrates. By adding to limited-range high street stores, Iceland has long defied conventional wisdom. Its latest decision to open 48 outlets within Littlewoods' stores typifies its lateral thinking.

By opening an additional 80 stand-alone stores, Iceland will increase its total trading space by about 30 per cent this year. That represents one of the fastest growth rates in the sector, as the market has been quick to appreciate. But with speed comes uncertainty. Opening so many new outlets

imposes great demands on the management's adaptability. Making the Littlewoods' space sweat may also prove trickier than expected. A dedicated food retailer should certainly squeeze better returns than Littlewoods did. Nevertheless, it seems odd to create a combination resembling a poor shopper's Marks and Spencer when the wisdom of such joint trading formats is coming under scrutiny.

Iceland's share placing is also puzzling. Its progress in reducing gearing to 41 per cent suggests it could easily have coped with the £20m cost of fitting bridges at its Littlewoods sites. Iceland is clearly giving itself leeway to buy further parcels of stores - with the shrinking Gateway being the most obvious seller. But it will have to tread carefully.

#### ICI

ICI is getting into the habit of pulling off tidy deals. Yesterday's tie-up gives its Tioxide subsidiary a share in existing production capacity in North America and access to valuable technology which can be deployed elsewhere. Competitors in the overcrowded titanium dioxide market may also be pleased, since ICI shelved plans to build its own plant in Canada. That underlines the dilemma for ICI chemicals after the demerger of the pharmaceuticals side. Maintaining a presence is expensive: a \$200m cash outlay in this instance. But thanks in part to over-capacity, Tioxide's operating margins are probably less than half the 30 per cent achieved in 1989. Unlike pharmaceuticals, ICI chemicals will not enjoy a fancy rating. Funding its ambitions with paper will be far from easy.

#### Unilever

Much time and thought went into Unilever's head office review as the Anglo-Dutch giant continued to wage war on bureaucracy. But it is perhaps surprising that the outcome was not more radical.

Unilever has devolved greater management responsibility to the operating level. But it has preserved the cumbersome division and duplication of functions between London and Rotterdam. Reasons of tax and history make this a particularly knotty problem. But the incoming co-chairman, Mr Michael Perry, had a fine opportunity to remould Unilever in a far more inventive spirit. It is a pity he did not take it.

## EC rejects US 'bullying' on award of utility contracts

By Our Foreign Staff

THE European Community's top trade official, Sir Leon Brittan, yesterday condemned as "unilateral bullying" Washington's threat to freeze out EC companies when awarding US federal contracts.

His comments followed a statement earlier in the day from Mr Micky Kantor, the US trade representative, that the federal government would stop buying goods and services from some or all European Community nations if the EC did not end discrimination against US goods in public procurement contracts by March 22.

"This is the second aggressive trade measure in the first two weeks of the new [Clinton] administration," the executive EC Commission said in a statement, referring to dumping

duties of up to 100 per cent provisionally levied last week on US steel imports from seven EC states and 13 other countries. "I cannot believe it is in anybody's interest, European or American, to attempt to deal with trade issues in this way. We do not accept this form of unilateral bullying," he said, adding nevertheless that it was still too early to paint the administration as protectionist.

Sir Leon urged the US to show restraint, and said he would be discussing the crisis with Mr Kantor in Washington during his first formal meeting with his US counterpart on February 11.

The US action on public procurement follows an almost year-long effort to reverse an EC "utilities directive", which came into force on January 1 and gives EC companies preference in bidding for public utility contracts in sec-

tors like telecommunications, power generation and transport.

Sir Leon said Washington had not accepted an EC proposal which would have frozen the dispute until a global solution was found. The US had yet to respond to a broader EC document aimed at solving all outstanding issues, he added.

The US complains that the EC directive discriminates against purchases with more than 50 per cent foreign content by requiring Community utilities to apply a 3 per cent price preference to "European" bids and giving utilities the option of rejecting non-European bids. Countering US complaints, Sir Leon said Washington had protectionist policies of its own. He listed the Buy American Act, the procurement policies of state governments in the US and access to US utilities markets.

## Timetable for Emu

Continued from Page 1

ical issue of whether the Maastricht treaty will be ratified (by all 12 EC countries) or not. This is taking far too much time - time we do not have."

Commenting on the devaluation of the punt, he said realignments in the European Monetary System should be made less dramatic, so they were no longer "the end of the world".

He added: "This would help get the EMS off the ground again, and avoid turning it into an ever more political process, where heads of state and government announce what is happening."

On Germany's economic problems, he said the country was in

### EMS: Grid



recession but was not entering a "cumulative" downturn. Since Germany was likely to run a current account deficit for "some years", monetary policy had to remain cautious.

World Weather		°C	°F	°C	°F	°C	°F	°C	°F	°C	°F
		°C	°F	°C	°F	°C	°F	°C	°F	°C	°F
		°C	°F	°C	°F	°C	°F	°C	°F	°C	°F
		°C	°F	°C	°F	°C	°F	°C	°F	°C	°F
		°C	°F	°C	°F	°C	°F	°C	°F	°C	°F
		°C	°F	°C	°F	°C	°F	°C	°F	°C	°F
		°C	°F	°C	°F	°C	°F	°C	°F	°C	°F
		°C	°F	°C	°F	°C	°F	°C	°F	°C	°F
		°C	°F	°C	°F	°C	°F	°C	°F	°C	°F
		°C	°F	°C	°F	°C	°F	°C	°F	°C	°F
		°C	°F	°C	°F	°C	°F	°C	°F	°C	°F
		°C	°F	°C	°F	°C	°F	°C	°F	°C	°F
		°C	°F	°C	°F	°C	°F	°C	°F	°C	°F
		°C	°F	°C	°F	°C	°F	°C	°F	°C	°F
		°C	°F	°C	°F	°C	°F	°C	°F	°C	°F
		°C	°F	°C	°F	°C	°F	°C	°F	°C	°F
		°C	°F	°C	°F	°C	°F	°C	°F	°C	°F
		°C	°F	°C	°F	°C	°F	°C	°F	°C	°F
		°C	°F	°C	°F	°C	°F	°C	°F	°C	°F
		°C	°F	°C	°F	°C	°F	°C	°F	°C	°F
		°C	°F	°C	°F	°C	°F	°C	°F	°C	°F
		°C	°F	°C	°F	°C	°F	°C	°F	°C	°F
		°C	°F	°C	°F	°C	°F	°C	°F	°C	°F
		°C	°F	°C	°F	°C	°F	°C	°F	°C	°F
		°C	°F	°C	°F	°C	°F	°C	°F	°C	°F
		°C	°F	°C	°F	°C	°F	°C	°F	°C	°F
		°C	°F	°C	°F	°C	°F	°C	°F	°C	°F
		°C	°F	°C	°F	°C	°F	°C	°F	°C	°F
		°C	°F	°C	°F	°C	°F	°C	°F	°C	°F
		°C	°F	°C	°F	°C	°F	°C	°F	°C	°F
		°C	°F	°C	°F	°C	°F	°C	°F	°C	°F
		°C	°F	°C	°F	°C	°F	°C	°F	°C	°F
		°C	°F	°C	°F	°C	°F	°C	°F	°C	°F
		°C	°F	°C	°F	°C	°F	°C	°F	°C	°F
		°C	°F	°C	°F	°C	°F	°C	°F	°C	°F
		°C	°F	°C	°F	°C	°F	°C	°F	°C	°F
		°C	°F	°C	°F	°C	°F	°C	°F	°C	°F
		°C	°F	°C	°F	°C	°F	°C	°F	°C	°F
		°C	°F	°C	°F	°C	°F	°C	°F	°C	°F
		°C	°F	°C	°F	°C	°F	°C	°F	°C	°F
		°C	°F	°C	°F	°C	°F	°C	°F	°C	°F
		°C	°F	°C	°F	°C	°F	°C	°F	°C	°F
		°C	°F	°C	°F	°C	°F	°C	°F	°C	°F
		°C	°F	°C	°F	°C	°F	°C	°F	°C	°F
		°C	°F	°C	°F	°C	°F	°C	°F	°C	°F
		°C	°F	°C	°F	°C	°F	°C	°F	°C	°F
		°C	°F	°C	°F	°C	°F	°C	°F	°C	°F
		°C	°F	°C	°F	°C	°F	°C	°F	°C	°F
		°C	°F	°C	°F	°C	°F	°C	°F	°C	°F
		°C	°F	°C	°F	°C	°F	°C	°F	°C	°F
		°C	°F	°C	°F	°C	°F	°C	°F	°C	°F
		°C	°F	°C	°F	°C	°F	°C	°F	°C	°F
		°C	°F	°C	°F	°C	°F	°C	°F	°C	°F
		°C	°F	°C	°F	°C	°F	°C	°F	°C	°F
		°C	°F	°C	°F	°C	°F	°C	°F	°C	°F
		°C	°F	°C	°F	°C	°F	°C	°F	°C	°F
		°C	°F	°C	°F	°C	°F	°C	°F	°C	°F
		°C	°F	°C	°F	°C	°F	°C	°F	°C	°F
		°C	°F	°C	°F	°C	°F	°C	°F	°C	°F
		°C	°F	°C	°F	°C	°F	°C	°F	°C	°F
		°C	°F	°C	°F	°C	°F	°C	°F	°C	°F
		°C	°F	°C	°F	°C	°F	°C	°F	°C	°F
		°C	°F	°C	°F	°C	°F	°C	°F	°C	°F
		°C	°F	°C	°F	°C	°F	°C	°F	°C	°F
		°C	°F	°C	°F	°C	°F	°C	°F	°C	°F
		°C	°F	°C	°F	°C	°F	°C	°F	°C	°F
		°C	°F	°C	°F	°C	°F	°C	°F	°C	°F
		°C	°F	°C	°F	°C	°F	°C	°F	°C	°F
		°C	°F	°C	°F	°C	°F	°C	°F	°C	°F
		°C	°F	°C	°F	°C	°F	°C	°F	°C	°F
		°C	°F	°C	°F	°C	°F	°C	°F	°C	°F
		°C	°F	°C	°F	°C	°F	°C	°F	°C	°F
		°C	°F	°C	°F	°C	°F	°C	°F	°C	°F
		°C	°F	°C	°F	°C	°F	°C	°F	°C	°F
		°C	°F	°C	°F	°C	°F	°C	°F	°C	°F
		°C	°F	°C	°F	°C	°F	°C	°F	°C	°F
		°C	°F	°C	°F	°C	°F	°C	°F	°C	°F
		°C	°F	°C	°F	°C	°F	°C	°F	°C	°F
		°C	°F	°C	°F	°C	°F	°C	°F	°C	°F
		°C	°F	°C	°F	°C	°F	°C	°F	°C	°F
		°C	°F	°C	°F	°C	°F	°C	°F	°C	°F
		°C	°F	°C	°F	°C	°F	°C	°F	°C	°F
		°C	°F	°C	°F	°C	°F	°C	°F	°C	°F
		°C	°F	°C	°F	°C	°F	°C	°F	°C	°F
		°C	°F	°C	°F	°C	°F	°C	°F	°C	°F
		°C	°F	°C	°F	°C	°F	°C	°F	°C	°F
		°C	°F	°C	°F	°C	°F	°C	°F	°C	°F
		°C	°F	°C	°F	°C	°F	°C	°F	°C	°F
		°C	°F	°C	°F	°C	°F	°C	°F	°C	°F
		°C	°F	°C	°F	°C	°F				



Without us,  
there'd be a struggle for  
power in the Loire.

John Crane's first computerised control system to monitor and lubricate its engineered seals has solved pumping problems which disrupted the Loire's electricity supply. The Cordemais power station's giant pumps frequently had to be shut down because the pump shaft liner and seals were being damaged by leakage of dirty water containing abrasive sand. Now, when the John Crane system detects a temperature rise, it sends a controlled flow of clean water to lubricate the seal faces. The results are dramatic - shaft life has trebled, leakages are minimal and unprogrammed shut-downs have stopped.

John Crane is one of TI Group's three specialised engineering businesses, the others being Bandy and Dowty. Each one is a technological and market leader in its field. Together, their specialist skills enable TI Group to get the critical answers right for its customers. Worldwide.



**TIGROUP**

WORLD LEADERSHIP IN SPECIALISED ENGINEERING

For further information about the TI Group, contact the Department of Public Affairs, TI Group plc, Lambourne Court, Abingdon Business Park, Abingdon, Oxon OX14 1UH, England.

Handwritten signature: *John Crane*



**COMPUTERS**

---

**LONDON** Tel: 011 432 4344  
Fax: 011 432 4427

**BRADFORD** Tel: 0534 287839  
Fax: 0534 287294

**PARIS** Tel: (1) 46.65.65.46  
Fax: (1) 46.65.64.63

**BRUSSELS** Tel: 020 474.71  
Fax: 020 474.3



## INTERNATIONAL COMPANIES AND FINANCE

# Argentaria opens with profits of Pta67.4bn

By Tom Burns in Madrid

ARGENTARIA, the state-owned Spanish banking corporation due for partial privatisation, reported net profits of Pta67.4bn (\$607m) and a cash-flow of Pta200m in 1992. Its first full financial year.

Mr Francisco Luzon, chairman, said Argentaria's "excellent" results guaranteed "a successful flotation", but he said the government, which is Argentaria's sole shareholder, had "not as yet taken an explicit decision" to put the banking group on the market.

"All the necessary conditions are in place for us to go to the market as soon as the shareholder decides," Mr Luzon said.

The government would not comment on the timing of the flotation, but analysts believe the finance ministry, which is seeking to raise funds through disposals to reduce the public deficit, is anxious to give the go-ahead for Argentaria's partial privatisation as soon as possible.

Mr Luzon said he hoped there would be "a major share placement" both in Spain and abroad which would bring in "some 200,000 shareholders". He said he wanted Argentaria to be "a liquid, blue-chip stock" in Spain and on the New York and London stock exchanges.

Argentaria was created in May 1991 when the government pooled five financial institutions it controlled, including Banco Exterior which is now the group's flagship bank, into a single banking corporation. The 1992 net profit represented a 14.7 per cent increase on the income earned by Argentaria's units during 1991.

The banking group, which is particularly active in the mortgage market in financing local authorities, had average total assets last year of Pta27.77bn, making it Spain's largest financial institution.

Mr Luzon said Argentaria's return on assets last year stood at 0.98 per cent, up from the 0.86 per cent calculated for the group in 1991.

## Perstorp climbs to SKr81m

By Christopher Brown-Humes in Stockholm

PERSTORP, the Swedish specialty chemicals and plastics group, benefited from its acquisition programme and the devaluation of the krona to record a 21 per cent rise in profits in the four months to December 31.

Earnings after financial items increased to SKr81m (\$11.5m) from SKr67m, as sales rose 10 per cent to SKr2.61bn.

The group said the recession had affected most of its markets, although it had benefited from an upswing in the US. In Europe, economic conditions remained weak and the decline in Germany deepened.

It expects that its profits for the year to August will at least equal last year's SKr233m.

The group is continuing its

rationalisation programme, with the focus on Sweden, Germany and the UK.

Stena Line, the Swedish ferry group, is planning a SKr750m rights issue during the spring.

The move is in line with a 1991 agreement with the Stena family, in what was essentially a takeover of the company received SKr750m in loans to cover losses from Sealink, its UK ferry operation.

A total of SKr450m was provided interest free by the Stena family, in what was essentially an advance rights payment in respect of its 60 per cent holding in the ferry line.

A further SKr300m was added at a 12 per cent interest rate.

Stena's fortunes have improved dramatically over the last year, and it is predicting a 1992 profit of SKr200m.

## Banque Indosuez in move to new HQ

By Alice Rawsthorn in Paris

BANQUE INDOSUEZ, one of France's leading investment banks, is moving out of central Paris into the suburbs to a new corporate headquarters in the old BP Tower, the office block at the centre of a recent property scandal.

The move comes as Indosuez, part of the Suez industrial group, is trying to raise capital and cut costs to offset the steep provisions it has been forced to make on the losses on its property and business loans portfolio.

Late last year, Indosuez, which saw its net profits fall to FF82m in the first half of 1992 from FF517m in the same period a year earlier, raised FF400m from the sale and leaseback of its prestige headquarters in the heart of the Paris banking district.

It plans in 1993 to move all its operations, currently spread between five different buildings, into the BP Tower, now renamed the Paul Doumer Tower. The BP Tower has been clouded by controversy since the discovery of irregularities in its sale to Lucia, a French property company then headed by Mr Christian Fellerin.

Indosuez last month participated in a recapitalisation of Lucia, in which Suez, its parent company, is a minority shareholder with other French financial institutions.

The move for Indosuez forms part of the trend for large companies to move out of central Paris. Société Générale, another leading French bank, is leaving its Boulevard Haussmann headquarters in 1995 to move to the La Défense business district.

Ironically, the drift to the suburbs is intensifying the financial pressure on companies which have large property holdings in the French capital. The Paris property market is in a precarious state with average rentals down by 20 per cent in the past three years. The move out of the city centre is aggravating this problem by increasing the number of properties available for sale or rental.

# A Swiss maverick exercises its muscles

Ian Rodger reports on BZ Bank's rise to become the country's fourth most profitable

THERE is a new power in the Swiss financial community - Mr Martin Ebner's eight-year-old securities house, BZ Bank.

BZ has just published its 1992 results, showing net profits of SF759.5m (\$40m), more than double 1991's SF25.1m.

That makes BZ Switzerland's fourth-largest bank in terms of profits, exceeded only by the big three universal banks, Union Bank of Switzerland, Swiss Bank Corporation and Credit Suisse. (In assets, BZ is still a minnow, with a total of only SF807.2m, but it has no desire to be a leading bank.)

The buoyant result also shows that the maverick BZ was not just a meteoric private client business and instead a specialist on research and block trading for a small number of large institutional clients. Vontobel refused and left.

Two large institutions that he had got to know while at Vontobel, Sweden's Carnegie Fondkommission and the Swiss commodities trading house Gebrüder Volkart, backed him in setting up BZ, but they have since sold out.

The BZ group, with consolidated equity of about SF1.1bn and SF1.0bn in funds under management, is now majority owned and controlled by its management.

As for Mr Ebner, he figures in a recent list among the 100 wealthiest Swiss, with a fortune estimated at between SF300m and SF400m.

The group cultivates a modest image. The bank itself has a staff of only 20 who work in a sparsely furnished open-plan office above a department store in a nondescript corner of downtown Zurich.

It claims to have only a dozen regular clients, but they include some of Switzerland's largest pension funds and a couple of UK merchant banks.

From its beginnings, BZ was one of the most active players on the Zurich bourse, and one of the most successful. Other brokers soon began to watch it carefully, and often blindly followed its moves.

This has given the bank an extra power, and its persistent opposition to the development of a national electronic exchange, an issue over which Mr Ebner resigned from the board of the bourse three years ago, illustrates how reluctant he is to lose it.

BZ's first and most successful innovation, in 1988, was convincing Swiss institutions to write options on their registered shares of Swiss companies. At the time, most companies refused to register shares held by foreigners.

It foresaw that these restrictions would gradually be removed as foreign pressure forced Swiss companies to fall into line with international practice. This would cause the shares to rise in value to the level of the companies' other securities, and the options gave all investors, including foreign ones, the opportunity to participate in these movements.

The restrictions have now been largely removed, but the warrants continue to be popular as a tax avoidance device, and BZ leads in both issuing and dealing in them.

The bank gained wider prominence in 1988 when it launched an audacious, but ultimately thwarted, bid for Bank Leu, then the country's fifth-largest.

BZ's most controversial move has been into investment trusts. In July 1991, the group, together with Mr Blocher, bought a controlling stake in Pharma Vision. It was then a sleepy trust with large holdings in the big Swiss pharmaceutical companies, Ciba-Geigy, Roche and Sandoz, as well as some US shares and Enns Chemie, the Swiss specialty chemical company controlled by Mr Blocher.

Three months later, a similar trust, BK Vision, was formed to hold stakes in banks. BK got off to a strong start, as some of BZ's powerful clients exchanged their bank shares for its shares, and already has assets of SF1.2bn.

Mr Ebner and Mr Blocher portray these ventures as the leading edge in shareholder power in Switzerland. As Mr Blocher, chairman of Pharma Vision, said shortly after the takeover: "Pharma Vision focuses on a small number of promising holdings. This facilitates communication with the management of the respective companies. Thus Pharma Vision assumes a role which cannot be played by the individual shareholder in an increasingly anonymous and

fragmented shareholder community."

That is a laudable aim, even if it makes company directors uncomfortable. But critics claim that in a small market like Switzerland's, and one in which disclosure requirements are still primitive, BZ's concentration on large blocks of shares of a very few companies offers opportunities for manipulation that would not be available in more transparent markets.

Mr Ebner makes no apologies for the group's policy of focusing on only a few Swiss shares, saying he prefers to stick with what he knows best. Also, the group concentrates on blue-chip issues, where liquidity and transparency are high.

He acknowledges that BZ has some power over the companies in which it holds large blocks of shares, but he insists he uses it responsibly. He is not interested, for example, in insider information that might move the market in the short term. Rather, he wants to support managers who he believes will make their companies perform well in the longer term.

That may be all there is to it. But it is intriguing that the directors of UBS have chosen - by sacking Mr Blocher - to invite a confrontation with BK Vision and Mr Ebner now.

They, like Mr Ebner, cherish power, too.

Metra takes majority stake in Italy's Sanitari Pozzi

By Haig Simonian in Milan

A FURTHER step towards the concentration of Europe's sanitaryware market was taken yesterday with the purchase by the Finnish Metra group of 51 per cent of Sanitari Pozzi, Italy's leading producer.

The holding is being bought by Allia, the French sanitaryware company controlled by Metra.

The price of the deal, which will take place via a reserved capital increase, has yet to be agreed. However, the sale should net at least L20bn

(\$13.7m) for Finanziaria Pozzi Ginori, the quoted holding company which owns both Sanitari Pozzi and the Richard Ginori fine china group.

Allia will have an option, expected to be exercised, on the remaining shares in Sanitari Pozzi.

Sanitaryware accounted for about half Finanziaria Pozzi Ginori's 1991 sales of L2.5bn.

Bankers say Sanitari Pozzi, controlled by Mr Salvatore Ligresti's Premafin holding company, has been on sale for some time.

No figures for its earnings are available, but it is believed to have been making losses in recent years. The sale will realise an unspecified capital gain for Finanziaria Pozzi Ginori.

The deal marks the second foreign acquisition of a big Italian sanitaryware maker in less than three years.

In July 1990, Blue Circle, the UK cement and home products group, bought Ceramiche Dolomite, the country's second-biggest sanitary and bathroomware maker, for L80bn.

The latest deal consolidates Metra's position as one of

Europe's leading makers of sanitaryware.

Apart from Allia, Metra controls Keramag in Germany, as well as a number of companies in Scandinavia. The group, listed in Helsinki and traded on SEAQ in London, also makes diesel engines and trucks.

Istituto Bancario San Paolo di Torino, the bank which floated 20 per cent of its shares last year, has released preliminary figures for its first year as a listed company.

Gross operating profits rose by 32.5 per cent to over L1,600bn, while interest income

jumped by 34.4 per cent to L2,900bn. Fee earnings increased by 15.4 per cent to L3,800bn. The comparisons are all adjusted for changes linked to the flotation.

Direct deposits from customers rose by almost 13 per cent to L98,000bn, while total customer loans climbed 13.8 per cent to L70,000bn.

The proportion of the bank's troubled loans rose to 3.65 per cent from 3 per cent in 1991 as a result of the recession in Italy.

However, the ratio remained below the Italian average, said the bank.

VF CORPORATION  
READING, PA  
U.S.A.

VF CORPORATION  
has acquired  
VIVESA (Spain)  
Brand names: Intima Cherry, Bylitis, Majestic and Gemma

JEAN BELLANGER ENTREPRISES (France)  
Brand names: Lou and Carina

Citibank N.A.  
acted as financial adviser to  
VF Corporation  
January 1993

CITIBANK®  
Citibank N.A., 19, Le Parvis, 92 073 Paris - La Défense, France

Temple Court  
Mortgages (No. 1) PLC  
£175,000,000

Mortgage Backed Floating Rate Notes 2029  
The rate of interest for the period 29th January, 1993 to 30th April, 1993 has been fixed at 6 1/4 per cent, per annum. Coupon No. 13 will therefore be payable on 30th April, 1993 at £105.17 per coupon.

S.G. Warburg & Co. Ltd.  
Agent Bank

Bonds  
Currencies  
Energy  
Metals

Objective analysis & strategies for the professional investor.  
Trend Analysis  
Financial Reports  
Windsor, Maine 05091 Tel: 603 885 1155  
Tel: 0855 381554

FX WEEK  
The Newsletter Reporting on  
The Business of Foreign Exchange

You Deal, We'll Keep Score.  
Call Today for Your  
Complimentary Copy  
+44 71 240 2090

FOREXIA  
FAX  
\$ Dm ¥  
Tel: +44 81 9683316  
An eight year track record of successful  
forex forecasting daily.  
Commentaries, forecasts, recommendations  
& charts from London and New York.  
Instant sample & free trial details by fax.  
Using fax handsets dial +44 81 333 7426.

## VARID VARD AS

Notice of Extraordinary General Assembly  
Notice is hereby given of an Extraordinary General Assembly of Vard AS which will take place on Tuesday 9 February 1993 at 1300 hrs. at Grand Hotel, Oslo.

### Agenda items:

1. Election of an assembly Chairman and two shareholders to endorse the minutes of the assembly. Registration of shareholders.

2. Election of a new Board and Chairman of the Board. Einar Falck has resigned from the Board. As a result of his position as Chairman of the Board of Kloster Cruise Limited, Knut U. Kloster Jr. has expressed a desire to withdraw as Chairman of the Board of Vard. Kloster will remain a Board member of Vard. The Board will submit a proposal to elect Torje Mikalsen as the new Chairman of the Board. Mikalsen is CEO of Mosvold Farsund AS, Chairman of the Board of Haslund Nycomed and Norsk Data, and a Board Member of Tandberg A/S.

3. Consideration of the Board's proposal to the General Assembly to give the Board the authority to increase the share capital through the subscription of new shares in accordance with Securities Law §4-8.

The Board has concluded a stock option agreement with Mosvold Farsund AS subject to approval by the General Assembly.

The Board submits for approval the following proposal: "The General Assembly authorizes the Board to increase the share capital by up to NOK 3,680,000, through the issuance of up to 1,600,000 shares in the Company. The shareholders relinquish their preference to subscription rights and the new shares will be entitled to dividend payments declared for the financial year 1993.

The authorization will be employed to fulfill the terms of Mosvold Farsund AS' stock option to acquire shares for NOK 64. per share. Should Vard's share capital or the par value of the underlying share be altered or dividend be paid, the option price will likewise be adjusted. Upon exercise of the option, the option premium of NOK 5. per share will be deducted from the purchase price. The authorization is valid until 28 February 1994 inclusive."

The election of an additional Board Member may be proposed at the General Assembly.

4. Miscellaneous.

The Board of Directors of Vard AS  
Hafslunden 15, P.O. Box 244,  
Skøyen, 0212 Oslo, Norway  
February 1993

## KB IFIMA N.V.

KB Internationale Financieringsmaatschappij N.V.  
USS 150,000,000  
Guaranteed Floating Rate Notes due 2011

In accordance with the Description of the Notes, notice is hereby given that for the Interest Period from January 29, 1993 to April 30, 1993 the Notes will carry an Interest Rate of 5% per annum.

The Interest Amount payable on the relevant Interest Payment Date, April 30, 1993 against coupon No. 28 will be USS 125.39 per Note of USS 10,000 nominal and USS 3.199.72 per Note of USS 250,000 nominal.

The Agent Bank  
Kreditbank  
Luxembourg

## PRIMERICA CORPORATION

5 1/2% Convertible Subordinated  
Debentures Due 2002  
(Originally issued by American Can Company)

NOTICE IS HEREBY GIVEN, pursuant to Section 14 of the Fiscal and Paying Agency Agreement dated as of April 22, 1987, as amended by the First Amendment Dated as of December 15, 1988 and the Second Amendment Dated as of December 8, 1992 (as so amended, the "Agreement") between Primerica Corporation, a Delaware corporation (the "Issuer"), and Morgan Guaranty Trust Company of New York, a fiscal agent and conversion agent (the "Agent"), under which the 5 1/2% Convertible Subordinated Debentures Due 2002 (the "Debentures") were originally issued by American Can Company, that (i) on January 27, 1993 the Board of Directors of the Issuer declared a 3-for-2 split in the Issuer's common stock, par value \$0.01 per share (the "Common Stock") in the form of a 50% stock dividend (the "Stock Dividend") payable on February 26, 1993 to shareholders of record at the close of business on February 8, 1993 (the "Record Date") and (ii) as a result of the Stock Dividend, the Conversion Rate of Debentures (as defined in the Agreement) will be adjusted as set forth below.

Effective retroactively immediately after the Record Date, each \$1,000 of principal amount of the Debentures will be convertible, in accordance with the terms of the Agreement and the Debentures, into 22,125 shares of Common Stock at a price of \$4.52 per share of \$4.52 for each share of Common Stock so issued.

PRIMERICA CORPORATION  
By Morgan Guaranty Trust Company  
as Fiscal Agent and Conversion Agent

Dated: February 2, 1993



## INTL COMPANIES AND FINANCE

## Nakamura outlines plans to iron out Ilva's troubles

**M**R HAYAO Nakamura conforms little to the stereotype of the Japanese business manager, despite his uniform blue suit and Nippon Steel badge on his lapel.

He has spent more than 30 years working in Italy, mostly with Nippon Steel, speaks good Italian, and has just accepted a remarkable challenge. He has agreed to take over as chief executive of Ilva, Italy's ailing state-run steel group.

The 56-year-old Mr Nakamura is the first Japanese to be recruited into such a senior post in a state-run European industry. He has also been offered the job in a country which has been the most protective about letting in Japanese industrial competition.

"I was surprised that Ilva was desperate enough to ask a foreigner, but at the same time I was taken by the brave decision," he said yesterday.

"I first thought it would be easier if I didn't accept the offer," he added.

His appointment, announced on January 23, followed the dismissal of the Ilva board by IRI, the Italian state-holding company which is the shareholder of the steel group. Mr Nakamura, who left Nippon Steel last month, will take over on February 18.

Unlike most Japanese executives who are reserved, he is prepared to give straightforward opinions. He has few illusions about the problems of tackling Ilva with its debts of over L8,300bn (\$5.5bn) and the

## Emiko Terazono reports on the changes at Italy's state steel group

urgent need to restructure as the group struggles to cope with excess capacity and falling European steel prices. Ilva, which emerged from the remains of the former Finisider group, is expected to have losses for 1992 close to L2,000bn.

He already knows the Italian steel industry well, having worked on the extension of the vast Taranto complex in the mid-1970s and helped Ilva with its Novi Ligure rolled coils facility. But being an outsider, Mr Nakamura says, will allow him to take what could become drastic restructuring measures.

An insider - or even another European executive - would have found it more difficult to take painful decisions. The implication of these comments is that he plans big changes in the Italian steel industry. He believes the restructuring process will take up to three years and can be achieved via a mixture of changes in management, finance and production. He regards it as important to eliminate political appointees in Ilva management - this is also the philosophy of Mr Michele Tedeschi, the increasingly powerful chief executive of IRI.

Further resort to outside talent will be limited, he says; and he claims he has no plans

to bring in former colleagues from Nippon Steel.

The most pressing problem he envisages will be dealing with the workforce and Ilva's suppliers. He wants to instill a greater sense of responsibility for Ilva's products among the 40,000 strong workforce. He warned Italy's highly unionised workforce that he would not be seeking consensus at any price, and that he would take a tough line on strikes and overtime.

He appears determined to tackle head-on the restructuring of the vast Taranto complex located in the heel of southern Italy. The importance of Taranto to local employment makes the issue of restructuring this plant politically sensitive. But having advised on the plant's engineering, he reckons he is one of the few outsiders who know how to run Taranto.

**O**n the financial side, he anticipates Ilva will transfer two-thirds of its debts to a separate corporation. This is a pattern which IRI is also following with Iritecna, its troubled general contracting group, whose board was dismissed last week.

He denies suggestions of special ties being developed between his former employers, and Ilva. But he recognises technical ties may be enhanced, especially in steelmaking processes, and in an increasingly competitive international market his new employers in Italy may need all the help they can get.

## Bridgestone reveals plans for senior management shake-up

By Charles Leadbeater in Tokyo

**BRIDGESTONE**, Japan's largest tyre-maker, yesterday announced a senior management shake-up, with the promotion of the chief executive of its US operations to run the group.

Mr Yoichihiro Kaizaki, Bridgestone's executive vice-president in charge of its Bridgestone/Firestone operations in North America, will become the group's president. Mr Akira Yeri, the current president, is resigning but will remain an adviser to the company.

Japan has not witnessed the dramatic upheaval in senior

management which has hit large US companies in the past few months, with the departure of several senior executives from leading companies such as General Motors, IBM and American Express.

However, the Bridgestone change is part of a more evolutionary change in senior management in Japanese corporations brought on by two years of falling profits at most companies.

The tyre-maker's shake-up follows similar changes recently at Sanjyo, the electronics group, Cannon, the camera and copier manufacturer, and Honda, the carmaker.

Mr Kaizaki, chairman and chief executive of Bridgestone/Firestone, is widely credited with taking tough action to turn around its US plants, which were incurring heavy losses after Bridgestone acquired them, for \$2.6bn, in 1985.

Since then, Bridgestone has invested about \$1bn to modernise the US plants.

Mr Kaizaki, 59, joined Bridgestone in 1962. He has spent most of his career outside the mainstream tyre business running the group's chemical and industrial products division. He moved to the US in 1991 to take over the US operations. The company did not announce a successor.

## Thai carrier registers 85% fall in net profits

**THAI Airways International**, Thailand's partially privatised national airline, yesterday reported an 85 per cent fall in net profits to B120.01m (\$4.7m) for the first quarter to December 31, down from B792.23m a year earlier, AP-DJ reports.

Gross revenues edged up 0.3 per cent to B14.09m from B14.05m, but operating revenues fell 1.7 per cent to B12.19m. Pre-tax profits, meanwhile, tumbled 88 per cent to B144.44m from B1.61bn.

Operating profits from airline activities fell 61 per cent to B163.89m from B1.61bn. Charges for aircraft depreciation rose 29 per cent to B1.58m.

The airline's shares, which began trading in July, represent nearly 6 per cent of the total capitalisation of the

Thai stock market. The share price fell B1 yesterday to B53.00 in moderate trading.

Barclays de Zotte Wedd Research lowered its earnings forecast for the full fiscal year to B2.2bn from B4bn. It said it had expected the airline to derive B1.5bn of its profit from the sale of three DC-10 and four Airbus jets this year.

However, the decline in earnings in the latest period was "larger than we were going for," Ms Sarah Knaggs, BZW analyst, said.

She noted the first-quarter result was particularly significant because it came during the tourist high season, when the airline was expected to pull in the most revenue.

Thai Airways company said an explanation of the steep fall in earnings would be released today, following disclosure to the stock exchange authorities.

## ASC may act over Campbell bid complaints

By Bruce Jacques in Sydney

**THE Australian Securities Commission (ASC)** has reacted to criticism of the takeover bid by Campbell Soup, the US food group, for Arnotts, the Australian biscuit maker.

Mr Michael Braham, the ASC's New South Wales regional commissioner, said yesterday he had received complaints alleging shareholders had been misled by statements from Campbell which suggested the company would not extend its takeover bid beyond last week.

Mr Braham said Campbell had now stated that its final offer of A\$9.50 for Arnotts would be neither increased nor extended beyond February 5.

"The ASC is concerned where directors or their advisers use ambiguous language during takeover bids when communicating to shareholders or speaking to the media with the result that shareholders are confused," he said.

"The ASC is considering issuing a practice note setting out its views on statements made during takeover bids. The ASC believes that companies and their advisers should take care not to make statements which, while not factually inaccurate, may mislead shareholders and the market or create uncertainty."

● **MR JOHN McCarthy**, head of ANZ Bank's property and investment services division, has been appointed managing director of RJL, the New Zealand property company, writes Terry Hall in Wellington.

RJL, with assets of over NZ\$11m (US\$526m), is the biggest property company listed in Australasia. Mr McCarthy's appointment follows the resignation of RJL's founder chairman and executive director, Sir Robert Jones, last year.

Mr McCarthy said he would manage the business from Sydney, and did not rule out the possibility that the company's head office would be moved from Wellington. Although most of the company's shareholders were New Zealanders, he said 60 per cent of the property assets were in Australia.

## SIEMENS

Information for Siemens Shareholders

## Business pace slows in first quarter

Interim report for the first quarter (1 October to 31 December 1992) of the 1993 fiscal year. Following the strong expansion of Siemens' business in recent years, the key figures for the first quarter of fiscal 1993 reflect the anticipated slower pace of business. Not only is the global electrical and electronics market stagnating, but Germany's economy has also begun to slow down. Compared with last year, weaker European currencies also adversely affected our international sales figures upon translation to German marks. Yet despite these factors, sales rose 4% and income after taxes increased 2% for the quarter.

## Orders

Siemens booked orders worth DM18.6 (1992: DM20.1) billion in the period under review. German orders declined to DM8.7 (1992: DM9.1) billion and international orders also eased off to DM9.9 (1992: DM11.0) billion. This is primarily attributable to the timing of orders placed with the Public Communication Networks and Power Generation (KWU) Groups. Nevertheless, both units are expected to reach their projected levels of orders in coming months. Owing to the weakened economy, the volume of orders has remained flat in operating groups that make standard industrial products. On the strength of a major contract, the Automation Group recorded

a solid increase despite the difficult economic environment. The Transportation Systems and Automotive Systems Groups once again showed a clear rise in orders and there was also a notable upswing registered by the units producing components.

DM billion	1/10/91 to 31/12/91	1/10/92 to 31/12/92	Change
Orders	20.1	18.6	- 8%
German business	9.1	8.7	- 4%
International business	11.0	9.9	- 10%

## Sales

Worldwide sales rose 4% to DM16.9 (1992: DM16.2) billion in the first quarter. German sales, up 6% to DM8.1 (1992: DM7.6) billion, were stronger than international sales, which edged up 3% to DM8.8 (1992: DM8.6) billion. The growth in sales is primarily attributable to KWU and the Transportation Systems Groups, which operate in the capital goods sector.

DM billion	1/10/91 to 31/12/91	1/10/92 to 31/12/92	Change
Sales	16.2	16.9	+ 4%
German business	7.6	8.1	+ 6%
International business	8.6	8.8	+ 3%

## Employees

The number of employees as of 31 December 1992 declined slightly to 410,000. Reductions in personnel are being implemented in German and international operations alike, and affect virtually all operating units. Siemens Nixdorf Informations-systeme (SNI) and the Semiconductors Group are especially affected by these measures. Personnel costs rose 5% to DM8.6 (1992: DM8.2) billion.

'000s	30/9/92	31/12/92	Change
Employees	413	410	- 1%
German operations	253	251	- 1%
International operations	160	159	- 1%

DM billion	1/10/91 to 31/12/91	1/10/92 to 31/12/92	Change
Personnel costs	8.2	8.6	+ 5%

## Capital spending and net income

Capital spending in the first quarter came to DM0.9 (1992: DM2.2) billion. The decline is largely attributable to a drop in expenditure on investments compared with the exceptionally high first quarter figure posted last year when the company acquired the remaining shares of SNI and the industrial controls activities of Texas Instruments Inc., Dallas, Texas.

Net income after taxes rose 2% to DM406 (1992: DM398) million.

DM billion	1/10/91 to 31/12/91	1/10/92 to 31/12/92	Change
Capital expenditure and investments	2.2	0.9	- 58%
DM million			
Net income after taxes	398	406	+ 2%

unaudited accounts

Siemens AG, Berlin and Munich

## Bank of East Asia exceeds expectations

By Simon Davies in Hong Kong

**BANK of East Asia**, Hong Kong's third-largest listed banking group, has announced a 46 per cent increase in net profits to HK\$64.3m (US\$8.9m) for 1992, up from HK\$50.1m a year earlier.

The profit figure, after transfers to the bank's inner reserves, was above market expectations due to unexpectedly high non-banking earnings. The bank operations reported a 28 per cent increase in profits, aided by unusually wide interest rate margins and a higher rate of growth in both deposits and loans.

Bank of East Asia is the first of Hong Kong's banks to announce its 1992 results, and analysts are anticipating a sector average of close to 30 per cent growth in net profit.

Mr David Li, chief executive, predicted an improved performance from the banks in 1993. The sector has been hit by a government-imposed ceiling of 70 per cent on mortgage finance

ing, but this is expected to be revoked as a result of lower property prices.

Bank of East Asia proposed a final dividend of 52.5 cents a share, making a full-year payout of 80 cents a share in 1992, compared with 62.5 cents in the previous year.

● **Malayan Banking** (Maybank), Malaysia's biggest bank, has announced pre-tax profits in the six months to December 31, 1992 of M\$346.53m (US\$138.6m), a 27 per cent rise on the M\$272.1m reported for the corresponding period in 1991. Kieran Cooke reports from Kuala Lumpur.

Mr Ahmad Mohamad Don, managing director, said the bank expected to maintain its profitability in the second half, even though the Malaysian economy was showing signs of slowing down.

Total customer deposits stood at M\$35.2bn at the end of the reporting period, a 28 per cent increase over the 1991 figure. Loans and advances stood at M\$33.9bn, a 10 per cent increase in 1991.



## INTERNATIONAL COMPANIES AND FINANCE

# Surprise dividend increase by Japanese oil refiner

By Robert Thomson in Tokyo

THE conflicting corporate philosophies of the US and Japan were brought sharply into focus yesterday when Tomen, a Japanese oil refiner in which Exxon and Mobil, the US oil companies, each have a 25 per cent stake, unveiled a hefty dividend increase.

Japan's meagre dividend levels have been cited by Washington as a "structural impediment" to trade and repeatedly condemned by Japanese life companies. But Tomen is the talk of Tokyo not because the payout is too small, but because it is too large and getting larger.

The ratio of Tomen's dividend to net profits has risen from 37.6 per cent in 1987, to 93.7 per cent in 1990 and, for the year just ended, a mighty 174 per cent, much to the discomfort of the Japanese managers, who would prefer to bolster the company's reserves.

Mr Takiya Fujimura, Tomen's managing director, explained that the company had been "requested" by

TOMEN Ratio of dividend to net profits		
Year	Ratio	%
1986	35.4	
1987	37.6	
1988	72.0	
1989	52.7	
1990	93.7	
1991	95.8	
1992	174.0	

Source: Company accounts

Exxon and Mobil to increase the dividend, and the increase from ¥28 in 1991 to ¥50 was made after considering relevant circumstances.

One such circumstance is that the two US oil companies, if they joined forces, would hold away at a shareholders' meeting.

However, Tomen's pre-tax profit for the year to December is expected to fall 5 per cent to ¥32.7bn (\$262m), while sales were down 14 per cent to ¥558bn.

In attempting to save face in announcing the year-end dividend of ¥37.5, following a ¥12.5 interim payout, the

company found two handy anniversaries on which to hang the increase.

One anniversary, coming a year early, was the establishment, in 1982, of a Mobil unit in Yokohama, and the other was that an Exxon Japanese subsidiary began business in Japan in 1982. Japanese brokers were wondering aloud last night what anniversary would be found to justify the next dividend payout.

The average Japanese payout last fiscal year was about 38 per cent, though the Life Insurance Association of Japan found that 46 per cent of companies held the payout ratio below 30 per cent. It said the average yield on Japanese equity was around 1.97 per cent - about one-third that of the US - while the yield on the 225 stocks in Tokyo's Nikkei index was a slim 0.89 per cent in calendar 1992.

About 20 per cent of Japanese companies plan to cut or suspend dividends in the year to end-March, and most will leave the amount unchanged.

# J. P. Morgan raises \$1bn for private equity fund

By Patrick Harverson in New York

J. P. MORGAN, the US banking group, announced yesterday it had raised more than \$1bn for its Corsair Partnership, a new private equity fund that will make strategic investments in banking companies in the US and worldwide.

The blue-chip New York bank has invested \$100m of its own money into the fund, giving it the largest single stake.

The rest of the \$1bn has come from 46 different investors, including financial institutions, pension funds, public and private companies, wealthy individuals and small investment partnerships.

Mr Nick Paumgarten, a J. P. Morgan managing director and chairman of Corsair, said the fund planned to invest minority stakes in undervalued banks that have an existing management team and a business plan, but which need of fresh capital.

Each investment will be made with the full support of bank managements, and Corsair will not seek to control or acquire the banks in which it invests, although it will offer access to J. P. Morgan's banking expertise.

J. P. Morgan may be taking a gamble with Corsair, because it is entering a relatively crowded market. Other similar investment partnerships, run by such big guns of investment banking as Goldman Sachs, Lazard Frères and Kohlberg Kravis Roberts, have been taking private equity stakes in banks for several years.

Many of these partnerships have enjoyed large returns from their investments, primarily because US banks reached a trough in terms of performance and capital strength more than two years ago, and the industry has been steadily recovering ever since.

Mr Paumgarten admits that Corsair is arriving late on the scene, but believes there are "incredible" investment opportunities outside the US, particularly in parts of Europe and the Far East.

# CP sees return to profit this year

By Robert Gibbons in Montreal

CANADIAN PACIFIC, the transport, resources and property group that was forced to restructure by the long North American recession, staged a turnaround in the final quarter of 1992 and expects to be profitable in 1993.

Operations at the group's rail, road and marine transport units remained depressed, but the thriving PanCanadian Petroleum unit and gas subsidiary doubled its contribution. Forest products losses were much lower, while property and hotels improved.

Mr William Stinson, chairman, said that "slowly improving economic conditions together with rising efficiency should lead to a return to profitability in 1993".



William Stinson: confident of upturn as conditions improve

after special charges the final loss came out at C\$254m, or 80 cents a share, against a loss of C\$887.6m, or C\$2.79, in 1991.

Revenues were C\$2bn, compared with C\$2.5bn, but the decline was partly due to disposals.

For the whole of 1992, the company posted a loss of C\$37.4m before special charges, against a loss of C\$16.2m a year earlier. The final loss rose to C\$478.3m, or C\$1.50 a share, against a deficit of C\$913.8m, or C\$2.87, in 1991. Revenues fell to C\$8.9m from C\$10.0m.

The 1992 special charges covered continued rail and truck rationalisation and manpower cuts, and a write-down of CP's investment in its US industrial products associate.

CP Rail performed poorly because of the recession. The western coal operations were

hit by a strike, but have since been expanded by acquisition and should improve in 1993.

Telecommunications were not profitable. The group's stake in United Communications, the Canadian telecommunications company, has dropped below 50 per cent following the C\$150m purchase by AT&T of the US of a 20 per cent interest.

PanCanadian, with sharply higher earnings from rising oil and gas production, is spending C\$450m on exploration and development this year, up 2 per cent from 1992.

CP Forest should return to profitability in the second half of 1993, while Marathon Realty's and CP Hotels' progress may be held back by the slow recovery. Container shipping has a slightly better outlook, while the associate Laidlaw is improving.

# Blockbuster improves to \$142m

By Nikhil Tait in New York

BLOCKBUSTER Entertainment, the US video rental chain which acquired the Cityvision group in the UK, yesterday reported after-tax profits of \$45.1m in the final three months of 1992, taking the total for the year to \$142m.

In the fourth quarter of 1992, Blockbuster made an after-tax profit of \$28m, and for all of 1992 \$93.7m. At the earnings per share level, the Florida-based company - whose recent expansion moves have

attempted to create a "full-service" home entertainment group, rather than one narrowly focused on video rental - saw a figure of 77 cents in 1992, up from 56 cents in the previous 12 months.

Blockbuster said revenues increased by 31 per cent to \$1.98bn in 1992 overall, although this partly reflected the impact of acquisitions and expansion. In the fourth quarter, revenues for video stores which had been in operation for more than one year increased by 5.5 per cent.

Yesterday, Blockbuster's

finance director, Mr Gregory Fairbank, was said to be comfortable with earnings estimates for the first quarter of 1993 that fall in the 15 to 20 cents a share range.

He also estimated that Blockbuster commanded about 15 per cent of the US video rental market at end-1992, up from about 12 to 13 per cent in 1991.

By the end of last year, the company had 3,127 video stores, of 2,002 were company-owned (including 775 stores in the UK, under the Ritz name). The remainder were franchised.

# Imasco ahead 17% in spite of provisions

By Robert Gibbons

IMASCO, the financial services, tobacco, fast-food and retailing group, posted a 17 per cent gain in profit in the final quarter of 1992 on revenues that rose only 2 per cent.

The company has succeeded in turning around Hardie's, the US fast-food unit. In Canada, tobacco products continued to improve, but financial services were hit by bigger loan loss provisions. Drug stores did well, but other retail operations continued weak.

Fourth-quarter earnings were \$110.7m (\$86.8m), or 58 cents a share, against \$94.4m, or 74 cents, a year earlier.

Revenues were ahead at \$2.02bn, against \$1.99bn. Operating profit for Imperial Tobacco, which has 68 per cent of the cigarette market, rose 8 per cent, while Canada's 100 per cent ownership of the special provisions.

For the whole of 1992, Imasco, 40 per cent controlled by BAT Industries, reported net profit of \$380.4m, up 15 per cent from 1991, equal to \$2.97, against \$2.56. Revenues were little changed at \$7.98bn.

# Banco do Brasil benefits from debt repayments

BANCO do Brasil, the state-controlled commercial bank that is Brazil's second-largest financial institution, announced profits of \$446.8m for 1992, up 77 per cent over the 1991 final figure of \$252m, writes Bill Hinchberger in São Paulo.

The bank attributed the improved performance primarily to a reduction in non-performing domestic loans and interest payments by the Brazilian government on its \$44bn overseas debt. Banco do Brasil holds about \$6bn in Brazilian foreign debt, a figure roughly equivalent to its entire net domestic assets, according to Mr Gil Garcia, the bank's chief accountant.

Overdue domestic loans were gradually reduced in relation to overall loan operations during the last three months of 1992, Mr Garcia said.

# Peruvian government upholds sale of airline

By Damian Fraser in Mexico City

THE PERUVIAN government has upheld the sale of the state-owned airline Aeroperu to a consortium headed by the Mexican carrier Aeromexico.

Aeromexico and partners bid \$54m for the airline, but the sale was challenged on the grounds that the Peruvian carrier would be controlled by foreign investors, contrary to Peru's privatisation rules.

While Aeromexico would own only 47 per cent of Aeroperu, it was maintained that its close ties with its Peruvian partners gave it effective control.

However, Peru's economy minister said the sale was a "closed case". Aeromexico will, therefore, gain control of Aeroperu's flights to Europe and expand business into South America.

The sale comes as Aeromexico, which has around half the Mexican market, is holding talks with Mexicana, Mexico's other principal airline, on a possible merger.

Mexicana is expected to make heavy losses this year, and its owners are keen to team with the more efficient rival. In spite of a recent law against monopolies, the government appears willing to let the merger go ahead.

Investors in Aeromexico and Mexicana will, it is reported, create a holding company to manage both airlines, with Aeromexico having majority ownership. The new holding company may well seek an alliance with Continental Airlines, since Mr Alfredo Bruner, Mexicana's main shareholder, will acquire an interest in the Houston-based carrier when, as expected, it emerges from bankruptcy protection soon.

# FT GUIDE TO WORLD CURRENCIES

The table below gives the latest available rates of exchange (rounded) against four key currencies on Monday, February 1, 1993. In some cases the rate is nominal. Market rates are the average of buying and selling rates except where they are shown to be otherwise. In some cases market rates have been calculated from those of foreign currencies to which they are tied.

COUNTRY	£ STG	US \$	D-MARK	YEN	COUNTRY	£ STG	US \$	D-MARK	YEN	COUNTRY	£ STG	US \$	D-MARK	YEN
Algeria (Algeria)	99.25	68.2824	41.7016	54.221	Canada (Canada)	12.7445	1.7441	3.5048	7.0217	Pakistan (Pak. Rupee)	37.7250	25.9889	13.5718	20.8128
Albania (Albania)	1.3112	10.3201	17.7761	21.7621	Chad (Chad. Franc)	1.3112	10.3201	17.7761	21.7621	Panama (Panama. Balboa)	1.3112	10.3201	17.7761	21.7621
Angola (Angola)	20.0000	5.5349	3.3802	4.4322	China (RMB)	8.2756	1.0363	2.0363	3.3603	Paraguay (Paraguay. Guaraní)	2382.45	10.3201	17.7761	21.7621
Argentina (Argentina)	164.93	114.133	72.843	92.022	Colombia (Colomb. Peso)	114.133	1.0363	2.0363	3.3603	Peru (Peru. Nuevo Sol)	1.3112	10.3201	17.7761	21.7621
Australia (Australia)	0.6919	591.531	341.256	473.715	Croatia (Croat. Kuna)	114.133	1.0363	2.0363	3.3603	Philippines (Philippines. Peso)	36.6225	54.728	11.1362	18.849
Austria (Austria)	1.3112	10.3201	17.7761	21.7621	Czech Rep. (Czech. Koruna)	114.133	1.0363	2.0363	3.3603	Puerto Rico (P.R. Dollar)	1.3112	10.3201	17.7761	21.7621
Azerbaijan (Azerbaij. Manat)	2.61	1.7956	1.0966	1.438	Denmark (Denmark. Krone)	114.133	1.0363	2.0363	3.3603	Romania (Romania. Leu)	2.61	1.7956	1.0966	1.438
Bahrain (Bahrain. Dinar)	1.3112	10.3201	17.7761	21.7621	Egypt (Egypt. Pound)	114.133	1.0363	2.0363	3.3603	Russia (Ruble)	2.61	1.7956	1.0966	1.438
Bangladesh (Bangladesh. Taka)	1.3112	10.3201	17.7761	21.7621	France (France. Franc)	114.133	1.0363	2.0363	3.3603	Saudi Arabia (Saudi. Riyal)	1.3112	10.3201	17.7761	21.7621
Barbados (Barbados. Dollar)	1.3112	10.3201	17.7761	21.7621	Germany (Mark)	114.133	1.0363	2.0363	3.3603	Senegal (Senegal. CFA Franc)	1.3112	10.3201	17.7761	21.7621
Belarus (Belarus. Ruble)	1.3112	10.3201	17.7761	21.7621	Ghana (Ghana. Cedi)	1.3112	10.3201	17.7761	21.7621	Sierra Leone (Sierra Leone. Leone)	1.3112	10.3201	17.7761	21.7621
Belgium (Belgium. Franc)	1.3112	10.3201	17.7761	21.7621	Greece (Greece. Drachma)	1.3112	10.3201	17.7761	21.7621	Singapore (Singapore. Dollar)	1.3112	10.3201	17.7761	21.7621
Belize (Belize. Dollar)	1.3112	10.3201	17.7761	21.7621	Hong Kong (Hong Kong. Dollar)	1.3112	10.3201	17.7761	21.7621	South Africa (South Africa. Rand)	1.3112	10.3201	17.7761	21.7621
Bhutan (Bhutan. Ngultrum)	1.3112	10.3201	17.7761	21.7621	Hungary (Hungary. Forint)	1.3112	10.3201	17.7761	21.7621	Spain (Spain. Peseta)	1.3112	10.3201	17.7761	21.7621
Bolivia (Bolivia. Boliviano)	1.3112	10.3201	17.7761	21.7621	India (India. Rupee)	1.3112	10.3201	17.7761	21.7621	Sweden (Sweden. Krona)	1.3112	10.3201	17.7761	21.7621
Bosnia (Bosnia. Marka)	1.3112	10.3201	17.7761	21.7621	Indonesia (Indonesia. Rupiah)	1.3112	10.3201	17.7761	21.7621	Switzerland (Switzerland. Franc)	1.3112	10.3201	17.7761	21.7621
Brazil (Brazil. Real)	1.3112	10.3201	17.7761	21.7621	Iran (Iran. Rial)	1.3112	10.3201	17.7761	21.7621	Taiwan (Taiwan. Dollar)	1.3112	10.3201	17.7761	21.7621
Bulgaria (Bulgaria. Lev)	1.3112	10.3201	17.7761	21.7621	Israel (Israel. Sheqel)	1.3112	10.3201	17.7761	21.7621	Thailand (Thailand. Baht)	1.3112	10.3201	17.7761	21.7621
Burkina Faso (Burkina Faso. CFA Franc)	1.3112	10.3201	17.7761	21.7621	Italy (Italy. Lira)	1.3112	10.3201	17.7761	21.7621	Togo (Togo. CFA Franc)	1.3112	10.3201	17.7761	21.7621
Burundi (Burundi. Franc)	1.3112	10.3201	17.7761	21.7621	Japan (Yen)	1.3112	10.3201	17.7761	21.7621	Tonga (Tonga. Paanga)	1.3112	10.3201	17.7761	21.7621
Cambodia (Cambodia. Riel)	1.3112	10.3201	17.7761	21.7621	Korea (Korea. Won)	1.3112	10.3201	17.7761	21.7621	Trinidad (Trinidad. Dollar)	1.3112	10.3201	17.7761	21.7621
Cameroon (Cameroon. CFA Franc)	1.3112	10.3201	17.7761	21.7621	Kuwait (Kuwait. Dinar)	1.3112	10.3201	17.7761	21.7621	Tunisia (Tunisia. Dinar)	1.3112	10.3201	17.7761	21.7621
Canada (Canada. Dollar)	1.3112	10.3201	17.7761	21.7621	Laos (Laos. Kip)	1.3112	10.3201	17.7761	21.7621	Turkey (Turkey. Lira)	1.3112	10.3201	17.7761	21.7621
Cape Verde (Cape Verde. Escudo)	1.3112	10.3201	17.7761	21.7621	Lebanon (Lebanon. Lira)	1.3112	10.3201	17.7761	21.7621	Uganda (Uganda. Shilling)	1.3112	10.3201	17.7761	21.7621
Casakhstan (Casakhstan. Tenge)	1.3112	10.3201	17.7761	21.7621	Libya (Libya. Dinar)	1.3112	10.3201	17.7761	21.7621	United Kingdom (Sterling)	1.3112	10.3201	17.7761	21.7621
Cayman Islands (Cayman. Dollar)	1.3112	10.3201	17.7761	21.7621	Lithuania (Lithuania. Litas)	1.3112	10.3201	17.7761	21.7621	USA (Dollar)	1.3112	10.3201	17.7761	21.7621
Cen. Africa (Cen. Africa. CFA Franc)	1.3112	10.3201	17.7761	21.7621	Madagascar (Madagascar. Ariary)	1.3112	10.3201	17.7761	21.7621	USSR (Ruble)	1.3112	10.3201	17.7761	21.7621
Chad (Chad. Franc)	1.3112	10.3201	17.7761	21.7621	Malawi (Malawi. Kwacha)	1.3112	10.3201	17.7761	21.7621	Venezuela (Venezuela. Bolivar)	1.3112	10.3201	17.7761	21.7621
Chile (Chile. Peso)	1.3112	10.3201	17.7761	21.7621	Malaysia (Malaysia. Ringgit)	1.3112	10.3201	17.7761	21.7621	Zimbabwe (Zimbabwe. Dollar)	1.3112	10.3201	17.7761	21.7621
China (RMB)	8.2756	1.0363	2.0363	3.3603	Mali (Mali. CFA Franc)	1.3112	10.3201	17.7761	21.7621					
Colombia (Colomb. Peso)	114.133	1.0363	2.0363	3.3603	Mexico (Mexican. Peso)	1.3112	10.3201	17.7761	21.7621					
Comoros (Comoros. Franc)	1.3112	10.3201	17.7761	21.7621	Moldova (Moldova. Leu)	1.3112	10.3201	17.7761	21.7621					
Congo (Congo. Franc)	1.3112	10.3201	17.7761	21.7621	Monaco (Monaco. Franc)	1.3112	10.3201	17.7761	21.7621					
Congo (Congo. Franc)	1.3112	10.3201	17.7761	21.7621	Mongolia (Mongolia. Tugrik)	1.3112	10.3201	17.7761	21.7621					
Cote d'Ivoire (Cote d'Ivoire. CFA Franc)	1.3112	10.3201	17.7761	21.7621	Morocco (Morocco. Dirham)	1.3112	10.3201	17.7761	21.7621					
Croatia (Croat. Kuna)	114.133	1.0363	2.0363	3.3603	Mozambique (Mozambique. Escudo)	1.3112	10.3201	17.7761	21.7621					
Czech Rep. (Czech. Koruna)	114.133	1.0363	2.0363	3.3603	Nicaragua (Nicaragua. Cordoba)	1								







## COMPANY NEWS: UK

## Profits expected to rise 19% to at least £55m Iceland Foods to move into Littlewoods outlets

By Peggy Hollinger

SHARES IN Iceland Frozen Foods jumped 21p to 689p as the high street food retailer announced a £27.5m placing to fund its move into Littlewoods outlets and forecast a 19 per cent rise in annual profits to at least £55m.

Mr Malcolm Walker, chairman, said the move into Littlewoods reinforced Iceland's recent transformation from freezer centre to high street food retailer. "Frozen food has become more about convenience food than bulk buying," Mr Walker said.

Analysts were encouraged by the Littlewoods deal which is expected to add £100m to sales in a full year.

Many upgraded their forecasts for 1993 from about £53m to more than £56m.

"Any deal that represents one year's organic growth and is done without any cost to the balance sheet has to be applauded," said Mr David Shriver of Country NatWest.

Iceland has agreed to take

over the foodhalls in 48 of Littlewoods 127 stores, with an average floor space of 4,100 sq ft. The food group will only pay a rent based on the turnover it achieves in those stores.

However, it will have to re-equip the food halls, at a cost expected to be about £20m. This would be funded by the placing, which has been underwritten by NM Rothschild & Sons.

Mr Walker said Iceland had decided a placing was the most prudent option, in light of the group's decision to keep gearing at less than 50 per cent. "It gives us a little comfort factor," he said.

Investors were offered 4.3m new Iceland shares at 640p, representing about 4 per cent of the existing equity. The deal is not expected to be dilutive.

Iceland also announced that it would increase its target of store openings for the current year from 50 to 60, for a total of about 680, including the Littlewoods outlets. The increased openings would also be funded with placing proceeds.

The group's aggressive expansion programme was announced amid forecasts of record turnover of £1,040m for the 53 weeks to January 2, against £888m.

On a like-for-like basis, Iceland saw a 10 per cent increase in sales, while food inflation was estimated to have been just 3 per cent. Mr Walker said the increase in sales was primarily due to more customers walking through the door. Individual transactions were roughly similar at about £7.50.

Chilled foods provided the group's greatest growth in 1992, increasing an estimated 25 per cent year on year. Frozen food accounted for just over 50 per cent of sales, while basic groceries represented 22 per cent of turnover.

The final dividend is forecast to rise by 18 per cent to 8.9p for a total of 10p. This compares with a total of 8.5p last time. Earnings per share are estimated to be not less than 41.2p, a rise of 19 per cent. On a fully-diluted basis the increase is 17 per cent to 37.5p.

Mr Roy Barber saw Astra Holdings, the defence company under investigation by the DTI, go into receivership. Shareholders in Davies & Newman, under Mr David James's care for two years, were left with nothing when it was wound up after Dan-Air, its airline subsidiary was sold last year for £1 to British Airways.

It is easy to see why the longest recession since the Second World War has provided a hostile environment for corporate rescues. "It is a difficult time to sell property and non-core subsidiaries, and more difficult to turn round what remains," Mr Barber says.

Mr Trevor Swete, managing director of Postern, a corporate rescue firm, says: "By definition company doctors are on a tight wire. All their charges have severe financial difficulties and one or two of those wires will break."

The focus of well publicised failures runs the risk of devaluing the role outsiders can play in saving companies. This is the message of two recent studies by firms of accountants.

In one, the insolvency arm of

## Medicine can come in many forms

Jane Fuller considers whether the doubts concerning company doctors are justified

WITH 80,000 companies going bust last year and another 80,000 forecast to do so this year, it is a bad time for doubt to be creeping in about the efficacy of company doctors.

These professionals are brought in short-term to carry out the financially essential - but difficult and unpleasant - tasks that the previous management either shrank from or were ill suited to doing.

They close factories, axe staff, sell businesses and assets. They keep open bank credit lines with one hand and lease new money out of institutional investors with the other. If they succeed, they hand over the stabilised company to new long-term managers.

But the view has gained currency that this recession is proving a bad one for an elite group of high profile and highly paid company doctors.

Sir Lewis Robertson recently lost Lilley, the Glasgow-based contracting and construction group, to receivership. In a long career, it was the first of his seven rescues to fail and can be contrasted with cases from the last recession, such as Triplex Lloyd, which are now healthy.

Mr Roy Barber saw Astra Holdings, the defence company under investigation by the DTI, go into receivership. Shareholders in Davies & Newman, under Mr David James's care for two years, were left with nothing when it was wound up after Dan-Air, its airline subsidiary was sold last year for £1 to British Airways.

It is easy to see why the longest recession since the Second World War has provided a hostile environment for corporate rescues. "It is a difficult time to sell property and non-core subsidiaries, and more difficult to turn round what remains," Mr Barber says.

Mr Trevor Swete, managing director of Postern, a corporate rescue firm, says: "By definition company doctors are on a tight wire. All their charges have severe financial difficulties and one or two of those wires will break."

The focus of well publicised failures runs the risk of devaluing the role outsiders can play in saving companies. This is the message of two recent studies by firms of accountants.

In one, the insolvency arm of



Company doctor line-up: Roy Barber (left), now at Bimac Industries; Sir Lewis Robertson, enjoying some success at Stakis after the demise of Lilley; David James, concentrating on the heavily indebted Lep Group after pleasing the banks at Davies & Newman.

Coopers & Lybrand, formerly known as Cork Gully, called for the reform of the 1986 Insolvency Act to foster a "rescue culture".

In the other, Grant Thornton warned that many businesses risked insolvency because they were not ready to cope with the end of recession, in particular the need to seek extra finance. One of Grant Thornton's criticisms was that companies showed a reluctance to seek the help of professional advisers.

The implication of both studies is that there is a clear need for company doctoring in all its forms.

Leaving aside the up-market of the profession - Mr James's latest fees, for instance, are £35,000 a month (partly for office overheads) - a great deal of remedial work is already being carried out by people who would not describe themselves as company doctors.

One of the big lending banks says that only four or five of the 130-plus "live work-outs" in its hands of company doctors. The preferred route is to get the changes implemented by the existing management, albeit with the banks wielding the role outsiders can play in saving companies.

"They often come to accept that if they don't do what we want, they won't have a future, because we won't put more money in," says the banker.

If a revamping of management is necessary, the newcomer(s) will not generally be a short-term company doctor but long-term executives, typically a new chief executive and/or finance director.

There are several examples of fresh management being recruited from companies in the same sector - Mr Archie Norman (ex-Kingfisher) at Asda, the supermarkets group, for instance.

Another option is to bring on to the board a director with a reputation for pushing through changes such as Mr Michael Beckett, whose charges have included Tace and Ultramar. He describes himself as a "very independent" non-executive director who is called upon "to clean up the boards. In 1991 I got rid of 27 directors".

Even insolvency practitioners do more work related to company rescues than receiverships, according to Mr Steve Hill, an insolvency partner at Coopers & Lybrand.

But whatever hopes are raised by the new people or the new approaches, serious limitations remain.

Some patients will be lost. Mr Swete points out that most company doctoring does not start until a banking covenant has been breached, putting the banks in the driving seat.

"Generally, the banks bring in a company doctor and in this situation the shareholders have lost an effective voice," says Mr Paul Myners, chairman of Gartmore Investment

Management. Perhaps the lesson is that shareholders should act earlier. One institutional investor says the best safeguard against a business becoming company-doctor material lies in a properly constituted board. But he adds that this is a "counsel of perfection".

More commonly, shareholders appear slow to act - other than by selling out quietly. They shy away from getting together to call for change until "disaster is at hand".

Even if the patient survives the initial financial trauma, a company has to have orders, sales and cash flow to service its debt and pay other creditors. In other words, many of the walking wounded are swatting economic recovery.

Mr Eugene Anderson, who was brought in to restructure Ferranti International, the electronics and defence group, in 1990 after a huge fraud was discovered, said recently it needed orders to generate cash. "We have bids out for about £400m of business. If we win only £100m, that would totally transform us. We're at a very critical stage."

Finally, it is worth pointing to the successes as well as the failures of company doctors, although it can take years to tell whether the medicine has really worked. Last week Stakis, with Sir Lewis Robertson as chairman and an industry man, Mr David Michels (ex-

Hilton International) as chief executive, announced a £28m rights issue and the £50m sale of its nursing homes division.

On a less public level, survival tips are being offered daily to debt-strapped businesses by a raft of advisers. Mr Swete gives the example of a company which had found a buyer for an asset, but was advised to spread out the payments to avoid the risk of the bank taking the money and pulling the plug.

In contrast to the priorities of a bank-appointed receiver, a company doctor's "primary duty is to the company; the secondary one, to whom ever brought him in," Mr Swete adds.

The real world dictates, however, that if the interest of the company diverges too much from that of the bank, it will not succeed.

Banks claim that they are not trigger happy when it comes to calling in receivers. The head of one intensive care unit says that over the past two years only a third of the companies in that unit have gone bust.

The motives are not altruistic. "It is a simple economic truth that businesses are worth more intact, without taint of insolvency," says Mr Hill.

To avoid that taint, the more company doctoring that goes on, and the earlier advice is sought, the smaller the final bankruptcy toll of this recession will be.

## Recovery at Marine Midland

By Alan Friedman in New York

MARINE MIDLAND Banks, Hongkong and Shanghai Bank's US subsidiary, reported a substantial recovery from losses for both its 1992 fourth quarter and its results for the full year.

The New York-based bank, which has \$17.1bn (£11.3bn) in assets, said net profits in the fourth quarter were \$35.7m, compared to losses of \$23.8m in the last quarter of 1991.

For the whole of 1992, net

profits were \$109.2m, a significant turnaround from losses of \$189.9m for 1991.

Mr James Cleave, president and chief executive, said this was the first time Marine Midland had returned to profit for three years. He said 1992 was a benchmark year in the bank's recovery and pledged to continue to focus on controlling expenses, especially in light of the soft New York state regional economy.

Fourth quarter operating expenses were \$241.4m, up slightly from \$238.3m in the

same period of 1991. The bank's revenues in the quarter were \$283.3m, against \$258.6m a year earlier.

Bad debt provisions amounted to \$3.4m in the fourth quarter, down sharply from \$41m. Provisions for the whole year were \$73.3m, down from \$300m in 1991.

The bank ended 1992 with a Tier One risk-weighted capital ratio of 9.12 per cent. The return on assets rose to 0.66 per cent in 1992, against a loss on assets of 1.06 per cent in 1991.

## United Distillers sells 70 spirit brands in the US

By Philip Ravestorm

UNITED DISTILLERS, the spirits division of Guinness, has sold 70 regional spirit brands in the US to Heaven Hill Distilleries, America's largest independent family-owned spirits company.

The terms of the sale were not disclosed. Mr Crispin Davis, managing director of United, said yesterday that the deal formed part of the group's reorganisation strategy in the US, following the acquisition of Glenmore Distilleries in 1991 and its merger last year with Schenley

Industries. "By transferring ownership of these regional brands - which are in the lower price range - to Heaven Hill, we have substantially rationalised our brand portfolio in the US and can continue to concentrate on developing our core brands in the spirits market," he said.

The "non-strategic" brands sold to Heaven Hill include JW Dant, Ezra Brooks and Yellowstone bourbons, Philadelphia and Guckenheimer blended whiskies, Boord's vodka and gin, and Coronet US brandy.

## Wentworth deals resumed

Trading in the shares of Wentworth International was resumed yesterday, following the publication of its report and accounts for the year to March 31 1992.

The shares of this USM-quoted plastic packaging group were suspended on October 20 at 3p, pending the delayed results, which showed losses of £4.05m, against restated profits of £63,000. In December the group announced pre-tax losses totalling £1.82m for the six months to September 30.

## Black buys contracts

Black has agreed to pay £2.13m for a portfolio of rental and maintenance contracts. The vendor is Cheshire Communications.

Total unexpired gross contracted rental income from the contracts is more than £5.4m.

This will be earned over the next 14 years.

## DIVIDENDS ANNOUNCED

	Current payment	Date of payment	Corresponding dividend	Total for year	Total last year
Bullough	4.3	Apr 1	4.3	5.05	6.05
CRT	0.65	June 22	0.575	-	2.4
EWart	nil	-	0.25	-	0.75
Fleming American	0.55	Apr 6	0.75	0.7	1.85
Haynes Publishing	3.5	Apr 30	2.5	-	6

Dividends shown pence per share net except where otherwise stated.

## Notice to Lombard Depositors

The following interest rates will apply from 1/2/93

14 DAYS NOTICE		Minimum £100,000 deposit £5,000	
When the balance is less than £5,000	GROSS % PA	When the balance is £5,000 and above	GROSS % PA
	1.75		1.76
	5.25		5.35
CHEQUE SAVINGS ACCOUNTS		Minimum £100,000 deposit £1,000	
When the balance is £1,000 - £4,999	GROSS % PA	When the balance is £5,000 and above	GROSS % PA
	0.50		0.50
	2.375		2.40

The above gross rates assume no deduction of basic rate income tax. The compounded annual rate (CAR) is achieved if the quarterly interest credited is not withdrawn.

**Lombard** The Complete Finance Service  
Deposit Accounts  
Lombard North Central PLC  
Lombard House, 3 Finsbury Way, London EC2A 3PU  
0207 727 7261  
A member of the Lombard Group

## CONTRACTED BUSINESS SERVICES

The FT proposes to publish this survey on

February 19 1993  
For editorial synopsis and available advertising positions contact:

Jessica Perry  
Tel: 071-873 4611  
Fax: 071-873 3622

FT SURVEYS

Prices for electricity, oil, gas, and other commodities are shown in the table below. Prices are in pence per unit, unless otherwise stated. Prices are for delivery to the consumer, including all taxes and charges. Prices are for the month of January 1993.

Commodity	Unit	Price
Electricity	kWh	10.00
Gas	therm	15.00
Oil	barrel	25.00
Coal	ton	30.00
Wheat	ton	120.00
Barley	ton	110.00
Oats	ton	100.00
Rye	ton	110.00
Maize	ton	120.00
Soybeans	ton	130.00
Beans	ton	140.00
Lentils	ton	150.00
Peas	ton	160.00
Chickpeas	ton	170.00
Mustard seeds	ton	180.00
Flax seeds	ton	190.00
Sunflower seeds	ton	200.00
Almonds	ton	210.00
Pistachios	ton	220.00
Walnuts	ton	230.00
Chestnuts	ton	240.00
Hazelnuts	ton	250.00
Macadamia nuts	ton	260.00
Peanut oil	barrel	270.00
Soybean oil	barrel	280.00
Canola oil	barrel	290.00
Mustard oil	barrel	300.00
Flax oil	barrel	310.00
Sunflower oil	barrel	320.00
Almond oil	barrel	330.00
Pistachio oil	barrel	340.00
Walnut oil	barrel	350.00
Chestnut oil	barrel	360.00
Hazelnut oil	barrel	370.00
Macadamia nut oil	barrel	380.00

## South West Water launches £35m bond

By Angus Foster

SOUTH WEST WATER yesterday announced a £35m bond issue, becoming the second water services company in a week to launch a fund raising.

Most of the money raised through the private placement will be used to pay for Haul-Waste, the waste management business acquired last month from English China Clay. Of the £27.5m purchase price,

£35m is due on completion, expected within a week.

The bond issue, which is redeemable in 1998 and bears interest at 8.75 per cent, follows last week's £144.5m rights issue and other fund raising from Wessex Water. Wessex will use £13m of the money to buy Waste Management Ltd from NRC, the transport and logistics group.

South West holds net cash of about £80m

but decided against using the money, most of which is in short term investments, because it is earning reasonably high rates of interest. South West, which has one of the highest capital expenditure plans among water companies, is likely to become a net borrower by the end of its financial year on March 31.

Mr Ken Hill, finance director, said Haul-Waste would become South West's main waste subsidiary.

## BOC in £48m drug deal with Du Pont

By Paul Abrahams

BOC, the healthcare and industrial gases group, yesterday announced it had purchased the Brevibloc European and North American operations of Du Pont Merck Pharmaceutical for £72.5m (£48m).

Brevibloc is a drug used in operating theatres to control heart rate and blood pressure. The product will be marketed by Anaquest, BOC's pharmaceutical division which specialises in products aimed at anaesthetists.

The business, which last year generated sales of \$15m, has been growing at more than 20 per cent a year, according to BOC.

The group said it hoped to be able to use its specialist marketing force to boost Brevibloc's sales. Mr Roger Stoll, president of BOC Health Care,

said the drug complemented its current portfolio of anaesthetic and acute care drugs.

Du Pont Merck is retaining the product rights in markets outside North America and Europe.

Mr Joseph Mollica, president of Du Pont Merck Pharmaceutical, said: "Brevibloc no longer fits in our core business strategy that focuses on the office-based physician marketplace."

The move is part of BOC's efforts to boost its healthcare operations which increased sales by 4.3 per cent to \$512m last year.

BOC needs to lift its US revenues following the expiry at the end of last month of the American patents for Forane, its anaesthetic.

Anaesthetics represent about 60 per cent of the group's health-related profits, according to Kleinwort Benson.

## Bullough declines by 60% to £8.5m

By Paul Taylor

BULLOUGH, the office products and refrigeration group which issued a profits warning in December, yesterday reported a 59 per cent decline in full year profits but is maintaining its dividend despite taking "a heavy knock" in its French office furniture business.

After allowing for restructuring costs of £3.32m, pre-tax profits in the year to October 31 fell to £8.54m from £20.8m in the previous year when the outcome was boosted by £384,000 of exceptional items.

Mr Robert Steel, managing director, blamed the £12.3m profits decline on operating losses and restructuring costs in the office products division.

Turnover slipped by 5 per cent to £276.9m (£292.6m); earnings per share fell to 4.45p (11.55p).

As expected the final dividend is being maintained at 4.3p making an unchanged total for the year of 8.65p.

Turnover in the core office products division fell 12 per cent to £104.4m (£118.8m) and a £7.62m operating profit turned into a £736,000 loss. Losses in Alal, the French office furniture company acquired four

years ago, accounted for £5.8m of the decline.

Mr Steel said Alal had had an appalling year because of falling demand and pressure on margins. Last autumn a new management team was installed and has introduced a £2.4m restructuring programme including accelerated job cuts.

Among the group's other businesses, seven of the eight small companies in the engineering division increased sales and six increased profits. Overall the division lifted operating profits to £13.97m (£12.6m) on turnover which grew to £23.7m (£21.5m).

Net borrowings at the end of October stood at £15.3m (£7.8m), representing 17 per cent (9 per cent) of shareholders funds.

Looking ahead, Mr Derrick Battle, chairman, said the order book was slightly ahead of last year and noted that the avoidance of the heavy losses in the French office furniture business "should lead to a useful recovery in our overall profitability."

## COMMENT

The problems at Alal, which was acquired for some £19m in September 1988, should probably have been dealt with ear-



Derrick Battle, left, and Robert Steel: looking for recovery

lier and more firmly. But since last autumn a more robust approach to problems at Alal has been adopted and another 300 jobs have been cut. The absence of losses and restructuring costs alone should be sufficient to boost group profits significantly this year, providing there are no other nasty surprises. Cash deposits of £13.2m should be sufficient for any small "nil-in" acquisitions without straining the balance

## CRT shares fall on profits setback

By Peter Pearce

PRE-TAX profits at CRT, which stands for consultancy, recruitment and training, its areas of activity, declined from £2.61m to £699,000 in the six months to October 31. The shares fell from 100p to 88p.

Mr Kari Chapman, chief executive, said the group had been "on the back foot" in the period following £30m-worth of acquisitions in three years. CRT was "now back on the front foot" after the restructuring, reorganisation of the business and the acquisition of the 160-strong Wetherby Training Services chain and Convergent Communications, bought in May for a combined £1.4m.

The group said it saw "the next 18 months positively" and lifted the interim dividend to 0.65p (0.575p). Earnings emerged at 0.91p (3.47p).

Mr Chapman ascribed the profits decline to a poor performance from Doctus, the consultancy side, and the "substantially increased second-half weighting of the training division's profits", adding that a large proportion of the full-year's £5.4m investment in the group, taken through the profit and loss account, was spent in the first half.

Mr Barrie Clark, finance director, said the investment was a "prerequisite for the future", reckoning that within the next two years various "standards and kitemarks" could be obligatory. Both this and CRT's growing use of expensive software in its 12 Fitman Training Centres would help rationalise a "fragmented and underdeveloped" industry.

The pre-tax outcome was knocked back by reorganisation costs of £269,000. More than 100 of CRT's 1,000 workforce were made redundant - mainly in consultancy, where the



# A distinctive formula for success

## Andrew Bolger on expanding Motor World and plans for its market debut

**M**OTOR WORLD, the UK's biggest independent chain of stores selling car parts and accessories, is to be launched on the stock market with a value of about £28m.

The Bradford-based group will raise £12.5m by selling shares, at a price to be announced, on Thursday, through a placing fully underwritten by Besson Gregory, its stockbroker.

Motor World has 178 outlets, mainly in the north of England, Wales and the Midlands, and plans to build a national network for its distinctive formula.

Unlike Halfords, the market leader, Motor World eschews prime high street sites and large out-of-town "hubs". Its stores offer seven-day trading in cheaper locations away from the high street, usually on busy main roads with parking facilities.

Each outlet carries about 4,000 items and also offers a 24-hour order service for parts and accessories not in stock. Staff are trained to advise customers on what to buy and the shops stock Haynes Manuals for 150 types of car, to encourage DIY maintenance.

Mr Darrell Kershaw, managing director, believes the chain could expand to 300 outlets within two years, with depressed property prices and acquisition opportunities giving it an ideal chance to move

into the south-east of England and Scotland.

Motor World has lifted profits at an annual rate of 30 per cent over the past three years and made operating profits of £3.5m on turnover of £34.5m in the 12 months to November.

The group has four divisions - retail, distribution, packaging and manufacturing - all aimed at the motor market.

In 1988 Mr Kershaw led an £8m management buy-out, backed by Candeover Investments, of Motor World from Mr Michael Stanford, who started the business in 1968 and steadily expanded it, augmented by acquisitions of small chains of shops from receivers.

The MBO team acquired 101 Motor World outlets and Panther, a business established in 1982 which buys car parts and accessories in bulk to package and distribute, either under the Panther name or the brand label of retailing and wholesale customers.

In 1989 Motor World decided to get into the fast-fit exhaust market. It paid £5m for Autogem Holdings, which had six exhaust-fitting service centres, and its two related manufacturing subsidiaries, Genex and KRG, which make metal pressing and rubber mouldings.

Although the Autogem exhaust-fitting centres were profitable and remain so, Mr Kershaw said he quickly recognised that opening this type of

outlet was much more expensive than the modest outlay required for a typical Motor World shop.

Instead, Autogem has been developed as the UK's largest supplier of exhaust system supports to fast-fit retailers such as Kwik-Fit and Superdrive. A warehouse/distribution centre just off the M1/M62 carries 6,000 product lines, offers next-day delivery service throughout Britain, and serves many export markets. Autogem's products are sold to smaller garages and workshops through Motopax, a separate trading division.

Motor World's main business is, however, the retail outlets, which in the year to November accounted for 72 per cent of sales and 64 per cent of group operating profit. Building a national chain is the group's key priority.

Mr Kershaw, a hard-headed Yorkshireman who trained as a motor mechanic, said his warehouse at Bradford could service 300 shops, and had land adjoining if more space was needed. But all Motor World stores must make a profit.

He said: "I'm just as proud to close a shop, as to open one. We give every shop 12 to 18 months and then, if in spite of our best efforts, it is not making a profit, we close it."

Although Motor World has closed 30 outlets over the years, the group only has one unit on its books. Mr

### Motor World



Kershaw said that because of the modest size and convenience of the sites, the group had found it easy to sub-let premises to other shopkeepers when necessary.

The group, which employs 877 people, believes that benefits of scale in buying and distribution will give it an advantage over small independent stores, which are its main competition.

As well as expanding organically and by acquisition, Mr Kershaw aims to increase the amount spent by individual customer by stocking more expensive items, such as

audio and security products. Last year the group paid £380,000 for Eurocar, a company with two outlets in West Yorkshire which supplies in-car entertainment and security systems.

Once again, the canniness which has seen Motor World raise profits through recession is to the fore. Although 60 group stores now sell audio products, Mr Kershaw is still testing the economics of Eurocar's service of fitting systems at customers' homes and offices in West Yorkshire, before deciding whether to offer it across the chain.

## Delaney rid of loss divisions

**DELANEY GROUP** has been left with its Christmas Panel Products fitted bedroom retailer following its shopfitting division going into receivership and the sale of its furniture division.

The directors believed that without its loss making businesses Delaney could begin to advance again.

The shares, which were suspended last Thursday pending the announcement, fell 1p to 8p when dealings were resumed.

Melton Medes, which holds 12 per cent of Delaney, has made a loan of £800,000 repayable at the end of this year and secured on the shares of Christmas.

Delaney called in the receiver following the collapse of negotiations for the sale of companies in the shopfitting division - Display and Shop Equipment, Lorna Shopfitters, Balcon Electrical Contractors, Nortgate Aluminium Systems and Multiflex (MSC).

At the same time Stanley Wood and Traditional Furniture Stores, which made up the furniture division, were sold to Mark Billings for £4. The resulting write off was estimated at £1.15m.

The shopfitting division was blamed for many of Delaney's problems. The furniture division reported pre-tax losses of £780,000 on sales of £2.23m in the 11 months to November 30.

## Lower interest costs boost Haynes

By Peggy Hollinger

**LOWER INTEREST** charges helped Haynes Publishing Group, which produces car and motorcycle maintenance manuals, jump by 34 per cent at the pre-tax level to £1.5m for the six months to November 30, compared with £1.13m.

Mr Max Pearce, chief executive, said the result had been achieved "with no help from either the US or UK economies". Sales were ahead less than 2 per cent at £1.1m.

There was a sharp reduction in debt from £1.3m at the end of the last financial year to £180,000 at the interim stage. Net interest charges fell from £240,000 to

£86,000. Mr Pearce said the group expected to be cash positive by the end of the current year.

Haynes aimed to build a cash pile for expansion into Europe, developing manuals for alternative markets such as home security and, in the longer term, for acquisitions.

The interim dividend goes up 1p to 3.5p, payable from earnings per share up 33 per cent to 9.05p. The shares advanced by 15p to 388p.

Meanwhile, costs were being controlled through a redundancy programme which resulted in £203,000 (£433,000) exceptional charges in the UK. About 10 per cent of the 200-plus jobs would be cut by the end

of the year. A further £100,000 charge was expected in the second half.

Trading continued to be most difficult in the UK, which was hampered by losses of some £260,000 from general publishing. Mr Pearce said these losses - which were £1.2m for the whole of last year - would total about £500,000 for the year.

Operating profits in the UK, after exceptional charges, were £230,000, compared with £219,000.

In the US, Haynes recorded an 8 per cent increase in operating profits from £1.14m to £1.23m, with sales for the Chevy Pick-Up manual outstripping all others. Mr Pearce said the group had a 50 per cent share of the US market.

## Debenture holders approve L&P plan

By Richard Waters

**LONDON & PROVINCIAL**, the troubled property group, yesterday won approval for its plan to repay £135m of debentures at less than their face value, the first time in recent memory that holders of secured bonds have accepted such a loss.

At a meeting called for the purpose, holders of 92 per cent of the bonds by value agreed to accept the company's offer of 85p for every £100 of stock held.

They will also receive accrued interest amounting to 430p for every £100 of stock.

The overwhelming support for the offer, with none of the 67 bond holders voting against, reflected a general belief that the offer was generous in

the circumstances.

Property securing the bonds has halved in value since the summer of 1990, and the company warned investors at the end of last year that it would not be able to meet interest payments.

Citibank, banker to the Randsworth group, the parent of London & Provincial which is in receivership, has provided the cash to repay bond holders, the company said.

The deal will increase the bank's exposure to the group as a whole by £109m to some £335m.

At the beginning of January, Citibank announced its intention to make an offer for the property group's shares through an investment subsidiary, though no bid has yet been made.

## Exceptionals push Ewart into losses

**EXCEPTIONAL** costs involved in fighting off Monarch Properties put Ewart £260,000 into the red for the six months ended October 31; the interim dividend is passed.

From turnover of £1.94m (£1.79m) this Northern Ireland-based property developer made an operating profit of £20,000 (£104,000).

Exceptionals of £279,000 represented the cost of an extraordinary meeting.

That was called by Mr Philip Monahan, chairman of Monarch, a private company based in the Republic, in an attempt to oust members of the board and replace them with two of his own nominees, "with a view to radically re-defining the strategic direction of Ewart."

After its narrow defeat Mon-

arch's 29.2 per cent holding was acquired by Patterbrock Establishment, which "is positively committed to the further growth of Ewart and supportive of the strategy pursued by the board", said Mr Derek Tugan, chairman of Ewart.

He said the reduction in operating profit was entirely the result of increased interest charges, stemming from the financing of recent investment acquisitions and the inclusion of interest relating to the shopping centre development at Rishin's Court, now completed.

Prospects for the Laganbank development received a boost with confirmation of government backing for the project.

Losses per share were 1.39p, against earnings of 0.44p from which an interim dividend of 0.25p was paid.

## Hoskins poised for acquisition

**HOSKINS BREWERY**, the USM-traded Leicester-based real ale brewer, said yesterday that it was "at an advanced stage of negotiations which may or may not lead to a substantial acquisition".

Directors made the announcement in the light of the movement in the share price last week. The shares firmed 1p to 40p yesterday.

Hoskins, one of the UK's smallest brewing groups, entered the limelight late last year after attempts by dissident shareholders to oust Mr Barrie Hoar as chairman and his brother Robert as a director were easily defeated at an extraordinary meeting.

At the time, Mr Barrie Hoar said: "A great deal of time and money has been spent which will be hard to recoup in these difficult business conditions."

## Welsh Industrial net assets downturn

Net asset value of the Welsh Industrial Investment Trust stood at £1.15p at October 5 1992. That compared with 141p at the April 5 year-end and with 151.6p 12 months earlier. Available revenue for the six

months to October 5 fell from £53,953 to £38,544, equal to earnings of 2.86p (3.99p) per share. The fall reflected lower interest rates, an increase in expenses and the start of a programme of reinvestment of cash previously held on deposit.

### Eve pays £1.14m for Tubular Barriers

Eve Group, the USM-quoted civil engineer and contractor, is paying £1.14m cash for Tubular Barriers, a subsidiary of Black & Edgington.

Mr Roger Ames, chairman, said Tubular, which provides crowd control barriers for sporting events, Royal and state visits and exhibitions, would fit in well with the Eve Trakway business.

Tubular achieved pre-tax profits of £293,000 in the 12 months to July 31. Its net assets amount to £211,000.

### Caldwell rises to £321,640

Profits of Caldwell Investments, the USM-quoted investment and holding company, rose from £220,050 to £321,640 pre-tax for the year to October 31. Turnover improved by £1.47m to £5.77m.

A large part of the increase stemmed from sterling's devaluation against the D-Mark and Swiss franc while increases in sales

and gross margins of 34 per cent and 1.5 per cent respectively reflected organic growth. Earnings emerged at 3.15p (1.82p) on a net basis or 2.94p fully diluted. The directors intend to propose payment of a dividend for the current year.

### SEP expands in fasteners

SEP Industrial Holdings, the Surrey-based maker of engineering products, has acquired Jatón Holdings, a distributor of industrial fasteners.

Under the terms of the deal SEP is paying £1 for Jatón plus a further £1.67m in respect of claims by Jatón's former parent, Tollgate Holdings, now in liquidation, against Jatón.

### Olives Property hit by write-off

Olives Property is to write off its investment in Continental Paper as an extraordinary loss at December 31 1992, following Continental going into receivership.

Olives has a total investment of £1.35m, represented by 7.5 per cent cumulative preference shares of £1, in Continental and its UK subsidiaries.

The effect of that, and eliminating capital reserves resulting from the sale of ordinary shares in Continental in March 1992 when it ceased to be an

associate, is to reduce Olives' net assets from 71p at end-1991 to 50p per share.

### Microvitec offshoot in MBO for £2.5m

Microvitec, the information systems and services group, has sold its Logitek distribution business to management for £2.49m cash, reducing gearing to under 50 per cent.

Net asset value of the loss-making business is about £3m. The second half 1992 results of Microvitec were affected by depressed sales and low margins in Logitek, and that had been a factor in the decision to sell.

Microvitec will now concentrate on its core businesses of designing, manufacturing and selling products, providing systems integration solutions and maintenance and software applications in the publishing and accountancy markets.

It will hold a 30 per cent stake in the purchaser, to be called Logitek Distribution.

### 33% asset rise at Fleming American

Fleming American Investment Trust saw its net asset value per share rise 33 per cent to 279.3p for 1992.

There was an increase in small company exposure to 25 per cent, where there is additional potential for capital

growth, said Mr Iain Saunders, chairman.

Gross revenue rose from £3.87m to £4.11m. Higher expenses and interest led to a cut in earnings from 1.26p to 0.73p, and the dividend is reduced from 1.25p to 0.7p with a final of 0.35p.

### Whitbread sells last of Euro Pizza Huts

Whitbread, the brewing and retailing group, has completed the disposal of its European Pizza Hut operation with an agreement to sell its 17 outlets in France to Pizza Hut International, the PepsiCo subsidiary which owns the brand.

Whitbread and Pizza Hut International are continuing to expand their joint venture in the UK, which now has nearly 300 restaurants and delivery outlets.

### BOARD MEETINGS

FUTURE DATES	
Interim: Pyram, M&P, P&O, A&P, H&P, Y&M	Feb. 17
Full: Challenge, H&P, Y&M	Feb. 17
Full: Control Services, H&P, Y&M	Feb. 17
Full: H&P, Y&M	Feb. 17
Full: H&P, Y&M	Feb. 17
Full: H&P, Y&M	Feb. 17
Full: H&P, Y&M	Feb. 17
Full: H&P, Y&M	Feb. 17
Full: H&P, Y&M	Feb. 17
Full: H&P, Y&M	Feb. 17

THIS NOTICE IS IMPORTANT AND REQUIRES THE IMMEDIATE ATTENTION OF HOLDERS OF BONDS. IF HOLDERS ARE IN ANY DOUBT AS TO THE ACTION THEY SHOULD TAKE, THEY SHOULD CONSULT AN INDEPENDENT FINANCIAL ADVISER AUTHORISED UNDER THE FINANCIAL SERVICES ACT 1986 WITHOUT DELAY.

### ASDA FINANCE LIMITED

(Incorporated in Jersey under Jersey law with registration number 43844)

(the "Issuer")

£73,000,000

10¾ per cent.

Convertible Capital Bonds 2005

(the "Bonds")

Guaranteed on a subordinated basis by

**ASDA GROUP**

Adjustment to Exchange Price

On 28th January, 1993 Asda Group plc announced an issue of new ordinary shares by way of rights to ordinary shareholders on the register at the close of business on 22nd January, 1993 at a price of 53 pence per share on the basis of 3 new ordinary shares for every 10 ordinary shares held (the "rights issue").

NOTICE IS HEREBY GIVEN to holders of the bonds (the "Bondholders") that the price at which the 2 per cent (net) Exchangeable Redeemable Preference Shares 2005 in the Issuer (which are issued to Bondholders on conversion of the Bonds) are exchangeable for ordinary shares in Asda Group plc (the "Exchange Price") has been adjusted in the manner provided in the Articles of Association of the Issuer and with effect from Thursday, 28th January, 1993 to take account of the rights issue. The adjusted Exchange Price is 53 pence. Conversion and exchange rights exercised by delivery of Bonds on or after 28th January, 1993 will take effect at the adjusted Exchange Price. A Bondholder who has delivered his Bond in order to exercise his conversion and exchange rights in the period after 22nd January, 1993 and before 28th January, 1993 will be entitled to receive such additional number of ordinary shares in Asda Group plc as he would have received had he exercised his conversion and exchange rights at the adjusted Exchange Price.

Issued by

Morgan Grenfell & Co. Limited

a member of the SFA

on behalf of Asda Group plc.

Date: 2nd February, 1993.

## The United Mexican States Floating Rate

### Privatization Notes Due 2001

The applicable rate of interest for the period February 1, 1993, through and including May 2, 1993, to be paid on May 3, 1993, a period of 91 days, is 4.125%. This rate is 13/16% above the offered rate for three-month deposits in U.S. Dollars which appeared on the display designated as the British Bankers Association's Interest Settlement Rate (3.3125%) as quoted on the Dow Jones/Telerep Monitor as Telerep Screen No. 3750 as at 11:00 A.M. (London Time) on January 28, 1993.

The above rate equates to an interest payment of USD 10.4271 per USD 1,000.00 in principal amount of Notes.



Banco Nacional de Mexico, NY

January 28, 1993

### CARIPLO

US\$200,000,000  
Floating rate depositary  
receipts due 1998 issued  
by

The Law Debenture Trust  
Corporation plc evidencing  
entitlement to payment of  
principal and interest on  
deposits with  
Cariplo-cassa di Risparmio  
Delle Provincie Lombarde  
S.p.A.  
London Branch

Notice is hereby given  
that the receipts will bear  
interest at 3.625% per annum  
from 2 February 1993 to 4 May  
1993. Interest payable on 4  
May 1993 will amount to  
US\$91.63 per US\$100,000 and  
US\$916.32 per US\$1,000,000  
receipts.

Agent: Morgan Guaranty  
Trust Company  
JPMorgan

Mortgage Securities  
(No 1) Plc  
£29,300,000

Class A  
Mortgage Backed  
Floating Rate Notes  
due 2023

In accordance with the  
provisions of the Notes, notice  
is hereby given that for the  
interest period 29th January,  
1993 to 30th April, 1993 the  
Notes will carry an Interest  
Rate of 6.675% per annum.  
Interest payable on the relevant  
interest payment date 30th  
April, 1993 will amount to  
£1,664.18 per £100,000 Note.

Agent Bank:  
Bank of Scotland

Mortgage Securities  
(No 1) Plc  
£20,000,000

Class B  
Mortgage Backed  
Floating Rate Notes  
due 2023

In accordance with the  
provisions of the Notes, notice  
is hereby given that for the  
interest period 29th January,  
1993 to 30th April, 1993 the  
Notes will carry an Interest  
Rate of 6.675% per annum.  
Interest payable on the relevant  
interest payment date 30th  
April, 1993 will amount to  
£1,714.04 per £100,000 Note.

Agent Bank:  
Bank of Scotland

## MORTGAGES NOTICE OF INTEREST RATE VARIATION

The following interest rates will apply from  
1st February 1993 for loans not yet drawn  
and from the first payment date on or after  
1st March 1993 for existing borrowers.

Home Loan Rate  
7.99% per annum.

Stabilised Charging Rate  
8.29% per annum.

This notice does not apply to loans from  
Central Banking Services.

**BANK OF SCOTLAND**  
A FRIEND FOR LIFE

Head Office: The Mound, Edinburgh EH1 1YZ.

### THE BUSINESS SECTION

appears Every  
Tuesday & Saturday.  
To advertise please  
contact  
Karl Lounston on  
071-873 4780  
or write to him at The  
Financial Times, One  
Southwark Bridge,  
London SE1 9HL.

**Questcorp**  
The fastest most reliable service used by Institutions Worldwide.  
Global Futures Options Forex News Via FM.  
Available on your portable or desktop PC at the lowest possible price.  
For further information call 071-372 9772.

**MORE INFORMATION AT YOUR FINGERTIPS**  
The NEW Futures Pager now updates even more Currencies,  
Indices, Futures and Interest Rates every 2 minutes, 24 hours a day.  
Call 071-895 9400 now for your free trial.

**FUTURES PAGER**

Currency Fax - FREE 2 week trial  
from Chart Analysis Ltd.  
7 Swallow Street, London W1R 7HD, UK.  
exchange rate specialists for over 18 years  
Tel: 071-734 7172  
Fax: 071-439 4966  
a FIMSA Member















\_\_\_\_\_

## GUIDE TO LONDON SHARE SERVICE







**FT MANAGED FUNDS SERVICE**

● Current Unit Trust prices are available from FT Cityline. For further details call (071) 925 2128.

[illegible]

Continued on next page



**FT MANAGED FUNDS SERVICE** • Current Unit Trust prices are available from FT Cityline. For further details call (071) 925 2128.

[illegible]



**FT MANAGED FUNDS SERVICE**

● Current Unit Trust prices are available from FT Cityline. For further details call ( 071 ) 925 2128

[illegible]



## CURRENCIES, MONEY AND CAPITAL MARKETS

## FOREIGN EXCHANGES

## Franc survives important test

THE FRENCH FRANC and Danish krone were victims of a short burst of speculative selling yesterday morning following the 10 per cent devaluation of the Irish punt against all the currencies in the European exchange rate mechanism, writes James Blitz.

In recent months, the devaluation of ERM currencies has been followed by strong selling of the punt against all the currencies in the system, and this pattern was repeated yesterday.

The French franc fell sharply in the first hours of trading, to a low of FF3.3850 against the D-Mark, while the Danish krone was seen as low as DKR3.8750 against the D-Mark, near to its floor of DKR3.9016.

Three-month French francs were quoted as high as 15 per cent at the peak of the pressure.

However, the selling of both currencies eased off later in the morning, even though their respective money market interest rates remained high. The French franc closed at FF3.3900 against the D-Mark, while the krone closed at DKR3.8500.

The tensions were partly relieved by the market's acceptance of the size of the punt devaluation. The Irish punt climbed to the top of its new

ERM bands. The French franc and krone even spent part of the day on their ERM floors against the Irish currency. The punt's strength allowed a remarkable cut in Ireland's overnight rate of lending from 100 per cent to 14 per cent.

Mr Mark Brett, an economist at BZW in London, said that the franc's swift recovery from selling pressures was highly significant. "People were prepared to take big speculative positions against the franc in September, but they are not prepared to do so now," he said. "If the crisis does not come on the big day, it will not come at all."

Mr Mark Austin, Treasury Economist at Midland Global Markets, says that the franc and krone were not safe yet. "There is still the fundamental problem of real interest rates that are too high and show no signs of coming down," he said.

Sterling recovered sharply

against the D-Mark in European trading yesterday after plunging to a historic low of DM2.3850 against the D-Mark in Monday's Far East trading.

The recovery, to a close of DM2.3800, gave the impression that the sell-off had been the result of speculative trading by banks rather than the off-loading of long-term positions. In Tokyo, the pound bottomed out at \$1.4500 against the dollar, a level not seen since 1985.

Mr Brett, of BZW, says that the most worrying problem for the pound is that 1-year sterling interest rates are now an unprecedented or so 200 basis points below the D-Mark's.

This puts the current 1-year forward rate for buying D-Marks at around DM2.4150 to the pound. In Mr Brett's view, this is an attractive rate for D-Mark purchasers and will keep the pound weak well into the future.

## EMS EUROPEAN CURRENCY UNIT RATES

Currency	Unit	Rate	% Change	% Spread	Overnight
Spanish Peseta	100	162.150	-0.2	0.2	48
Italian Lira	1,000	2036.36	-0.1	0.1	68
French Franc	100	65.49	-0.1	0.1	110
German Mark	100	100.00	0.0	0.0	110
Dutch Guilder	100	2.20371	-0.1	0.1	110
Irish Punt	100	7.87562	0.0	0.0	110
Portuguese Escudo	200	200.482	-0.1	0.1	110
Greek Drachma	100	340.750	-0.1	0.1	110
Swedish Krona	100	10.4656	-0.1	0.1	110

Unit rates set by the European Commission. Currencies are in descending order of strength. Percentages change are for ECU. A positive change denotes a weak currency. Overweight shows the rate between two currencies is above the ECU rate. A negative change denotes a strong currency. Percentages change are for ECU. A positive change denotes a weak currency. Overweight shows the rate between two currencies is above the ECU rate. A negative change denotes a strong currency.

10/10/92 Sterling and Italian Lira suspended from EMS. Adjustments calculated by Financial Times.

## STERLING INDEX

Index	Value	% Change
100	100.00	0.0
101	101.00	1.0
102	102.00	2.0
103	103.00	3.0
104	104.00	4.0
105	105.00	5.0
106	106.00	6.0
107	107.00	7.0
108	108.00	8.0
109	109.00	9.0
110	110.00	10.0

## CURRENCY RATES

Currency	Rate	% Change
US Dollar	1.4500	-0.1
Japanese Yen	100	-0.1
Swiss Franc	1.4500	-0.1
Italian Lira	2036.36	-0.1
French Franc	65.49	-0.1
German Mark	100.00	0.0
Dutch Guilder	2.20371	-0.1
Irish Punt	7.87562	0.0
Portuguese Escudo	200.482	-0.1
Greek Drachma	340.750	-0.1
Swedish Krona	10.4656	-0.1

## CURRENCY MOVEMENTS

Currency	Rate	% Change
US Dollar	1.4500	-0.1
Japanese Yen	100	-0.1
Swiss Franc	1.4500	-0.1
Italian Lira	2036.36	-0.1
French Franc	65.49	-0.1
German Mark	100.00	0.0
Dutch Guilder	2.20371	-0.1
Irish Punt	7.87562	0.0
Portuguese Escudo	200.482	-0.1
Greek Drachma	340.750	-0.1
Swedish Krona	10.4656	-0.1

## OTHER CURRENCIES

Currency	Rate	% Change
Argentine	1.4500	-0.1
Australian	1.4500	-0.1
Belgian	1.4500	-0.1
Canadian	1.4500	-0.1
Danish	1.4500	-0.1
East German	1.4500	-0.1
East European	1.4500	-0.1
East German	1.4500	-0.1
East European	1.4500	-0.1
East German	1.4500	-0.1
East European	1.4500	-0.1

## EXCHANGE CROSS RATES

Currency	Rate	% Change
US Dollar	1.4500	-0.1
Japanese Yen	100	-0.1
Swiss Franc	1.4500	-0.1
Italian Lira	2036.36	-0.1
French Franc	65.49	-0.1
German Mark	100.00	0.0
Dutch Guilder	2.20371	-0.1
Irish Punt	7.87562	0.0
Portuguese Escudo	200.482	-0.1
Greek Drachma	340.750	-0.1
Swedish Krona	10.4656	-0.1

## LONDON MONEY RATES

Currency	Rate	% Change
US Dollar	1.4500	-0.1
Japanese Yen	100	-0.1
Swiss Franc	1.4500	-0.1
Italian Lira	2036.36	-0.1
French Franc	65.49	-0.1
German Mark	100.00	0.0
Dutch Guilder	2.20371	-0.1
Irish Punt	7.87562	0.0
Portuguese Escudo	200.482	-0.1
Greek Drachma	340.750	-0.1
Swedish Krona	10.4656	-0.1

## FT LONDON INTERBANK FIXING

Currency	Rate	% Change
US Dollar	1.4500	-0.1
Japanese Yen	100	-0.1
Swiss Franc	1.4500	-0.1
Italian Lira	2036.36	-0.1
French Franc	65.49	-0.1
German Mark	100.00	0.0
Dutch Guilder	2.20371	-0.1
Irish Punt	7.87562	0.0
Portuguese Escudo	200.482	-0.1
Greek Drachma	340.750	-0.1
Swedish Krona	10.4656	-0.1

## MONEY RATES

Currency	Rate	% Change
US Dollar	1.4500	-0.1
Japanese Yen	100	-0.1
Swiss Franc	1.4500	-0.1
Italian Lira	2036.36	-0.1
French Franc	65.49	-0.1
German Mark	100.00	0.0
Dutch Guilder	2.20371	-0.1
Irish Punt	7.87562	0.0
Portuguese Escudo	200.482	-0.1
Greek Drachma	340.750	-0.1
Swedish Krona	10.4656	-0.1

## NEW YORK

Currency	Rate	% Change
US Dollar	1.4500	-0.1
Japanese Yen	100	-0.1
Swiss Franc	1.4500	-0.1
Italian Lira	2036.36	-0.1
French Franc	65.49	-0.1
German Mark	100.00	0.0
Dutch Guilder	2.20371	-0.1
Irish Punt	7.87562	0.0
Portuguese Escudo	200.482	-0.1
Greek Drachma	340.750	-0.1
Swedish Krona	10.4656	-0.1

## LONDON MONEY RATES

Currency	Rate	% Change
US Dollar	1.4500	-0.1
Japanese Yen	100	-0.1
Swiss Franc	1.4500	-0.1
Italian Lira	2036.36	-0.1
French Franc	65.49	-0.1
German Mark	100.00	0.0
Dutch Guilder	2.20371	-0.1
Irish Punt	7.87562	0.0
Portuguese Escudo	200.482	-0.1
Greek Drachma	340.750	-0.1
Swedish Krona	10.4656	-0.1

## TREASURY BILLS AND BONDS

Currency	Rate	% Change
US Dollar	1.4500	-0.1
Japanese Yen	100	-0.1
Swiss Franc	1.4500	-0.1
Italian Lira	2036.36	-0.1
French Franc	65.49	-0.1
German Mark	100.00	0.0
Dutch Guilder	2.20371	-0.1
Irish Punt	7.87562	0.0
Portuguese Escudo	200.482	-0.1
Greek Drachma	340.750	-0.1
Swedish Krona	10.4656	-0.1

## TREASURY BILLS AND BONDS

Currency	Rate	% Change
US Dollar	1.4500	-0.1
Japanese Yen	100	-0.1
Swiss Franc	1.4500	-0.1
Italian Lira	2036.36	-0.1
French Franc	65.49	-0.1
German Mark	100.00	0.0
Dutch Guilder	2.20371	-0.1
Irish Punt	7.87562	0.0
Portuguese Escudo	200.482	-0.1
Greek Drachma	340.750	-0.1
Swedish Krona	10.4656	-0.1

## FINANCIAL FUTURES AND OPTIONS

## LIFE LONG FINANCIAL FUTURES

Currency	Rate	% Change
US Dollar	1.4500	-0.1
Japanese Yen	100	-0.1
Swiss Franc	1.4500	-0.1
Italian Lira	2036.36	-0.1
French Franc	65.49	-0.1
German Mark	100.00	0.0
Dutch Guilder	2.20371	-0.1
Irish Punt	7.87562	0.0
Portuguese Escudo	200.482	-0.1
Greek Drachma	340.750	-0.1
Swedish Krona	10.4656	-0.1

## LIFE LONG FINANCIAL FUTURES

Currency	Rate	% Change
US Dollar	1.4500	-0.1
Japanese Yen	100	-0.1
Swiss Franc	1.4500	-0.1
Italian Lira	2036.36	-0.1
French Franc	65.49	-0.1
German Mark	100.00	0.0
Dutch Guilder	2.20371	-0.1
Irish Punt	7.87562	0.0
Portuguese Escudo	200.482	-0.1
Greek Drachma	340.750	-0.1
Swedish Krona	10.4656	-0.1

## LIFE LONG FINANCIAL FUTURES

Currency	Rate	% Change
US Dollar	1.4500	-0.1
Japanese Yen	100	-0.1
Swiss Franc	1.4500	-0.1
Italian Lira	2036.36	-0.1
French Franc	65.49	-0.1
German Mark	100.00	0.0
Dutch Guilder	2.20371	-0.1
Irish Punt	7.87562	0.0
Portuguese Escudo	200.482	-0.1
Greek Drachma	340.750	-0.1
Swedish Krona	10.4656	-0.1

## LIFE LONG FINANCIAL FUTURES

Currency	Rate	% Change
US Dollar	1.4500	-0.1
Japanese Yen	100	-0.1
Swiss Franc	1.4500	-0.1
Italian Lira	2036.36	-0.1
French Franc	65.49	-0.1
German Mark	100.00	0.0
Dutch Guilder	2.20371	-0.1
Irish Punt	7.87562	0.0
Portuguese Escudo	200.482	-0.1
Greek Drachma	340.750	-0.1
Swedish Krona	10.4656	-0.1

## LIFE LONG FINANCIAL FUTURES

Currency	Rate	% Change
US Dollar	1.4500	-0.1
Japanese Yen	100	-0.1
Swiss Franc	1.4500	-0.1
Italian Lira	2036.36	-0.1
French Franc	65.49	-0.1
German Mark	100.00	0.0
Dutch Guilder	2.20371	-0.1
Irish Punt	7.87562	0.0
Portuguese Escudo	200.482	-0.1
Greek Drachma	340.750	-0.1
Swedish Krona	10.4656	-0.1

## LIFE LONG FINANCIAL FUTURES

Currency	Rate	% Change
US Dollar	1.4500	-0.1
Japanese Yen	100	-0.1
Swiss Franc	1.4500	-0.1
Italian Lira	2036.36	-0.1
French Franc	65.49	-0.1
German Mark	100.00	0.0
Dutch Guilder	2.20371	-0.1
Irish Punt	7.87562	0.0
Portuguese Escudo	200.482	-0.1
Greek Drachma	340.750	-0.1
Swedish Krona	10.4656	-0.1

## LIFE LONG FINANCIAL FUTURES

Currency	Rate	% Change
US Dollar	1.4500	-0.1
Japanese Yen	100	-0.1
Swiss Franc	1.4500	-0.1
Italian Lira	2036.36	-0.1
French Franc	65.49	-0.1
German Mark	100.00	0.0
Dutch Guilder	2.20371	-0.1
Irish Punt	7.87562	0.0
Portuguese Escudo	200.482	-0.1
Greek Drachma	340.750	-0.1
Swedish Krona	10.4656	-0.1

## LIFE LONG FINANCIAL FUTURES

Currency	Rate	% Change
US Dollar	1.4500	-0.1
Japanese Yen	100	-0.1
Swiss Franc	1.4500	-0.1
Italian Lira	2036.36	-0.1
French Franc	65.49	-0.1
German Mark	100.00	0.0
Dutch Guilder	2.20371	-0.1
Irish Punt	7.87562	0.0
Portuguese Escudo	200.482	-0.1
Greek Drachma	340.750	-0.1
Swedish Krona	10.4656	-0.1

## LIFE LONG FINANCIAL FUTURES

Currency	Rate	% Change
US Dollar	1.4500	-0.1
Japanese Yen	100	-0.1
Swiss Franc	1.4500	-0.1
Italian Lira	2036.36	-0.1
French Franc	65.49	-0.1
German Mark	100.00	0.0
Dutch Guilder	2.20371	-0.1
Irish Punt	7.87562	0.0
Portuguese Escudo	200.482	-0.1
Greek Drachma	340.750	-0.1
Swedish Krona	10.4656	-0.1

## LIFE LONG FINANCIAL FUTURES

Currency	Rate	% Change
US Dollar	1.4500	-0.1
Japanese Yen	100	-0.1
Swiss Franc	1.4500	-0.1
Italian Lira	2036.36	-0.1
French Franc	65.49	-0.1
German Mark	100.00	0.0
Dutch Guilder	2.20371	-0.1
Irish Punt	7.87562	0.0
Portuguese Escudo	200.482	-0.1



## WORLD STOCK MARKETS

[illegible]

CANADA									
Index	Stock	High	Low	Change	Index	Stock	High	Low	Change
TORONTO									
4 pm close February 7									
Continued in table column marked 6									
300	Admiral Pk	51 1/2	14 1/2	1 1/2	6000	Globe Ind	55 1/2	55	1 1/2
17005	Alcan	51 1/2	14 1/2	1 1/2	7000	Imperial Oil	55 1/2	55	1 1/2
18000	Bank of Montreal	51 1/2	14 1/2	1 1/2	8000	Manitoba	55 1/2	55	1 1/2
19000	Bank of Toronto	51 1/2	14 1/2	1 1/2	9000	North Bay	55 1/2	55	1 1/2
20000	Bank of Victoria	51 1/2	14 1/2	1 1/2	10000	Quebec City	55 1/2	55	1 1/2
21000	Bank of Windsor	51 1/2	14 1/2	1 1/2	11000	St. Catharines	55 1/2	55	1 1/2
22000	Bank of York	51 1/2	14 1/2	1 1/2	12000	St. John's	55 1/2	55	1 1/2
23000	Bank of Nova Scotia	51 1/2	14 1/2	1 1/2	13000	St. James	55 1/2	55	1 1/2
24000	Bank of New Brunswick	51 1/2	14 1/2	1 1/2	14000	St. Lawrence	55 1/2	55	1 1/2
25000	Bank of New England	51 1/2	14 1/2	1 1/2	15000	St. Mary's	55 1/2	55	1 1/2
26000	Bank of New France	51 1/2	14 1/2	1 1/2	16000	St. Michael's	55 1/2	55	1 1/2
27000	Bank of New South Wales	51 1/2	14 1/2	1 1/2	17000	St. Patrick's	55 1/2	55	1 1/2
28000	Bank of New Zealand	51 1/2	14 1/2	1 1/2	18000	St. Peter's	55 1/2	55	1 1/2
29000	Bank of New York	51 1/2	14 1/2	1 1/2	19000	St. Vincent	55 1/2	55	1 1/2
30000	Bank of North America	51 1/2	14 1/2	1 1/2	20000	St. James	55 1/2	55	1 1/2
31000	Bank of Nova Scotia	51 1/2	14 1/2	1 1/2	21000	St. John's	55 1/2	55	1 1/2
32000	Bank of New Brunswick	51 1/2	14 1/2	1 1/2	22000	St. Lawrence	55 1/2	55	1 1/2
33000	Bank of New England	51 1/2	14 1/2	1 1/2	23000	St. Mary's	55 1/2	55	1 1/2
34000	Bank of New France	51 1/2	14 1/2	1 1/2	24000	St. Michael's	55 1/2	55	1 1/2
35000	Bank of New South Wales	51 1/2	14 1/2	1 1/2	25000	St. Patrick's	55 1/2	55	1 1/2
36000	Bank of New Zealand	51 1/2	14 1/2	1 1/2	26000	St. Peter's	55 1/2	55	1 1/2
37000	Bank of New York	51 1/2	14 1/2	1 1/2	27000	St. Vincent	55 1/2	55	1 1/2
38000	Bank of North America	51 1/2	14 1/2	1 1/2	28000	St. James	55 1/2	55	1 1/2
39000	Bank of Nova Scotia	51 1/2	14 1/2	1 1/2	29000	St. John's	55 1/2	55	1 1/2
40000	Bank of New Brunswick	51 1/2	14 1/2	1 1/2	30000	St. Lawrence	55 1/2	55	1 1/2
41000	Bank of New England	51 1/2	14 1/2	1 1/2	31000	St. Mary's	55 1/2	55	1 1/2
42000	Bank of New France	51 1/2	14 1/2	1 1/2	32000	St. Michael's	55 1/2	55	1 1/2
43000	Bank of New South Wales	51 1/2	14 1/2	1 1/2	33000	St. Patrick's	55 1/2	55	1 1/2
44000	Bank of New Zealand	51 1/2	14 1/2	1 1/2	34000	St. Peter's	55 1/2	55	1 1/2
45000	Bank of New York	51 1/2	14 1/2	1 1/2	35000	St. Vincent	55 1/2	55	1 1/2
46000	Bank of North America	51 1/2	14 1/2	1 1/2	36000	St. James	55 1/2	55	1 1/2
47000	Bank of Nova Scotia	51 1/2	14 1/2	1 1/2	37000	St. John's	55 1/2	55	1 1/2
48000	Bank of New Brunswick	51 1/2	14 1/2	1 1/2	38000	St. Lawrence	55 1/2	55	1 1/2
49000	Bank of New England	51 1/2	14 1/2	1 1/2	39000	St. Mary's	55 1/2	55	1 1/2
50000	Bank of New France	51 1/2	14 1/2	1 1/2	40000	St. Michael's	55 1/2	55	1


[illegible][illegible][illegible]

	Stocks Traded	Closing Prices	Change on day		Stocks Traded	Closing Prices	Change on day
Oriental Marine	0.2m	226	+44	USEI Industrial	2.2m	357	+10
Nippon Indsut	0.1m	918	+34	Nitron Corp	2.7m	788	+68
Nishiki Seiki	0.2m	1,120	+69	Sumitomo Ind	2.3m	327	+7
Furukawa paper	0.2m	990	+52	CJ Paper	2.4m	818	+55
Nissin Mills	0.2m	990	+18	Nippon Express	2.3m	748	+4

# SUBSCRIBE TO THE FT TODAY

**CONTACT YOUR NEAREST OFFICE**

	<i>Phone</i>	<i>Fax</i>		<i>Phone</i>	<i>Fax</i>
Amsterdam	+31 20	6239430	Madrid	+34 1	5770909
Brussels	+32 2	5132816	New York	+1 212	7524500
Copenhagen	+45 33	134441	Paris	+33 1	42970623
Frankfurt	+49 69	156850	Tokyo	+81 3	32951711
Geneva	+41 22	7311604	Stockholm	+46 8	6660065
Helsinki	+358 0	730400	Vienna	+43 1	5053184
Lisbon	+35 11	808284	Warsaw	+48 22	489787





## NEW YORK STOCK EXCHANGE COMPOSITE PRICES

<p>101, 102, 103, 104, 105, 106, 107, 108, 109, 110, 111, 112, 113, 114, 115, 116, 117, 118, 119, 120, 121, 122, 123, 124, 125, 126, 127, 128, 129, 130, 131, 132, 133, 134, 135, 136, 137, 138, 139, 140, 141, 142, 143, 144, 145, 146, 147, 148, 149, 150, 151, 152, 153, 154, 155, 156, 157, 158, 159, 160, 161, 162, 163, 164, 165, 166, 167, 168, 169, 170, 171, 172, 173, 174, 175, 176, 177, 178, 179, 180, 181, 182, 183, 184, 185, 186, 187, 188, 189, 190, 191, 192, 193, 194, 195, 196, 197, 198, 199, 200, 201, 202, 203, 204, 205, 206, 207, 208, 209, 210, 211, 212, 213, 214, 215, 216, 217, 218, 219, 220, 221, 222, 223, 224, 225, 226, 227, 228, 229, 230, 231, 232, 233, 234, 235, 236, 237, 238, 239, 240, 241, 242, 243, 244, 245, 246, 247, 248, 249, 250, 251, 252, 253, 254, 255, 256, 257, 258, 259, 260, 261, 262, 263, 264, 265, 266, 267, 268, 269, 270, 271, 272, 273, 274, 275, 276, 277, 278, 279, 280, 281, 282, 283, 284, 285, 286, 287, 288, 289, 290, 291, 292, 293, 294, 295, 296, 297, 298, 299, 300, 301, 302, 303, 304, 305, 306, 307, 308, 309, 310, 311, 312, 313, 314, 315, 316, 317, 318, 319, 320, 321, 322, 323, 324, 325, 326, 327, 328, 329, 330, 331, 332, 333, 334, 335, 336, 337, 338, 339, 340, 341, 342, 343, 344, 345, 346, 347, 348, 349, 350, 351, 352, 353, 354, 355, 356, 357, 358, 359, 360, 361, 362, 363, 364, 365, 366, 367, 368, 369, 370, 371, 372, 373, 374, 375, 376, 377, 378, 379, 380, 381, 382, 383, 384, 385, 386, 387, 388, 389, 390, 391, 392, 393, 394, 395, 396, 397, 398, 399, 400, 401, 402, 403, 404, 405, 406, 407, 408, 409, 410, 411, 412, 413, 414, 415, 416, 417, 418, 419, 420, 421, 422, 423, 424, 425, 426, 427, 428, 429, 430, 431, 432, 433, 434, 435, 436, 437, 438, 439, 440, 441, 442, 443, 444, 445, 446, 447, 448, 449, 450, 451, 452, 453, 454, 455, 456, 457, 458, 459, 460, 461, 462, 463, 464, 465, 466, 467, 468, 469, 470, 471, 472, 473, 474, 475, 476, 477, 478, 479, 480, 481, 482, 483, 484, 485, 486, 487, 488, 489, 490, 491, 492, 493, 494, 495, 496, 497, 498, 499, 500, 501, 502, 503, 504, 505, 506, 507, 508, 509, 510, 511, 512, 513, 514, 515, 516, 517, 518, 519, 520, 521, 522, 523, 524, 525, 526, 527, 528, 529, 530, 531, 532, 533, 534, 535, 536, 537, 538, 539, 540, 541, 542, 543, 544, 545, 546, 547, 548, 549, 550, 551, 552, 553, 554, 555, 556, 557, 558, 559, 560, 561, 562, 563, 564, 565, 566, 567, 568, 569, 570, 571, 572, 573, 574, 575, 576, 577, 578, 579, 580, 581, 582, 583, 584, 585, 586, 587, 588, 589, 590, 591, 592, 593, 594, 595, 596, 597, 598, 599, 600, 601, 602, 603, 604, 605, 606, 607, 608, 609, 610, 611, 612, 613, 614, 615, 616, 617, 618, 619, 620, 621, 622, 623, 624, 625, 626, 627, 628, 629, 630, 631, 632, 633, 634, 635, 636, 637, 638, 639, 640, 641, 642, 643, 644, 645, 646, 647, 648, 649, 650, 651, 652, 653, 654, 655, 656, 657, 658, 659, 660, 661, 662, 663, 664, 665, 666, 667, 668, 669, 670, 671, 672, 673, 674, 675, 676, 677, 678, 679, 680, 681, 682, 683, 684, 685, 686, 687, 688, 689, 690, 691, 692, 693, 694, 695, 696, 697, 698, 699, 700, 701, 702, 703, 704, 705, 706, 707, 708, 709, 710, 711, 712, 713, 714, 715, 716, 717, 718, 719, 720, 721, 722, 723, 724, 725, 726, 727, 728, 729, 730, 731, 732, 733, 734, 735, 736, 737, 738, 739, 740, 741, 742, 743, 744, 745, 746, 747, 748, 749, 750, 751, 752, 753, 754, 755, 756, 757, 758, 759, 760, 761, 762, 763, 764, 765, 766, 767, 768, 769, 770, 771, 772, 773, 774, 775, 776, 777, 778, 779, 780, 781, 782, 783, 784, 785, 786, 787, 788, 789, 790, 791, 792, 793, 794, 795, 796, 797, 798, 799, 800, 801, 802, 803, 804, 805, 806, 807, 808, 809, 810, 811, 812, 813, 814, 815, 816, 817, 818, 819, 820, 821, 822, 823, 824, 825, 826, 827, 828, 829, 830, 831, 832, 833, 834, 835, 836, 837, 838, 839, 840, 841, 842, 843, 844, 845, 846, 847, 848, 849, 850, 851, 852, 853, 854, 855, 856, 857, 858, 859, 860, 861, 862, 863, 864, 865, 866, 867, 868, 869, 870, 871, 872, 873, 874, 875, 876, 877, 878, 879, 880, 881, 882, 883, 884, 885, 886, 887, 888, 889, 890, 891, 892, 893, 894, 895, 896, 897, 898, 899, 900, 901, 902, 903, 904, 905, 906, 907, 908, 909, 910, 911, 912, 9</p>
--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

Continued on next page



## NYSE COMPOSITE PRICES

[illegible]

## AMEX COMPOSITE PRICES

[illegible]**NASDAQ NATIONAL MARKET**[illegible]



## AMERICA

## Dow draws strength from NAPM report

## Wall Street

US share prices posted solid gains across the board yesterday, aided by a bullish economic report from the National Association of Purchasing Management, writes Patrick Harrison in New York.

At 1 pm, the Dow Jones Industrial Average was 13.51 higher at 3,323.54. The more broadly based Standard & Poor's 500 was up 1.99 at 440.77, while the Amex composite was up 0.37 at 411.45, and the Nasdaq composite up 2.35 at 688.69.

NYSE trading volume was light at 137m shares by 1 pm. The market opened firmer, lifted by strong gains overseas. On a lighter note, analysts were suggesting that superstitious investors may have been buying stocks yesterday following the Dallas Cowboys' victory in Sunday's Super Bowl.

History shows that the stock markets do well in the years that follow a win by a team from the National Football Conference - and the Cowboys are from the NFC.

Ultimately, however, the market drew its strength from the NAPM's January report, which showed that its index of manufacturing activity nationwide climbed from 55.4 in December to 58.0 last month, a bigger improvement than analysts had forecast. The NAPM figures were just the latest in a string of encouraging reports.

Among individual stocks, American Express was the feature of the day, the stock rising 1% to \$24 in volume of 3.8m shares as investors reacted positively to the unexpected news over the weekend that Mr Jim Robinson, the company's much-criticised chairman, had resigned. Last week Amex's share prices dropped sharply after Mr Robinson apparently won a bitter battle to stay on at the beleaguered travel and financial services giant. Yesterday, Mr Richard Furlaud, a key member of the board of directors, was named non-executive chairman.

The second most heavily traded stock of the day was RJR Nabisco, which climbed 1% to \$67 in volume of 3.7m shares on reports that the company is considering issuing a second class of stock pegged to its food business.

RJR may also have been buoyed up by an Illinois court ruling which rejected a smoker's allegation that tobacco companies deliberately concealed the full dangers of smoking from consumers. News of the judgement aided other tobacco stocks, with Philip Morris rising 3/4 to \$75, and American Brands by 3/4 to \$86.

On the Nasdaq market, Lilly Industries jumped 1% to \$24 on fourth quarter net income of 39 cents a share, almost double the 20 cents a share earned a year earlier.

Leading technology stocks which took a beating from profit-taking last week were back in favour. Intel recovered 3% to \$100.45 as almost 2m shares changed hands, while Microsoft firmed 3/4 to \$87.4 and Apple put on 1/4 at \$60.74.

## Canada

TORONTO WAS virtually flat at mid-session as the market continued to digest fourth quarter earnings figures and focused on companies in the Bronfman family empire. The TSE-300 index inched up 1.3 points to 3,306.5.

The troubled Royal Trustco slid 56 cents to C\$1.15 in heavy turnover after the Canadian Bond Rating Service cut its ratings late on Friday.

Robbie Kelleher, Davy's head of research, in mid-January, notes Mr Kelleher, the punt was standing at a sterling exchange rate of \$1.04 to \$1.05, with the possibility of a devaluation and some upside in sterling. Since then the UK currency has been weak, week-end forecasts of further UK interest rate cuts have made things worse, and even after a 10 per cent devaluation the punt is still around \$1.03.

The currency theme persists on the other side of the Atlantic, where Mexico fields the biggest drop of the week with a setback of 6 per cent in local currency terms.

Mr Federico Laffan of Latin America Securities says there were a number of factors here: the increased strength of the peso against the dollar, offering currency gains, seems to have prompted some profit-taking; the offer for sale of shares in Grupo Carso, the conglomerate which manages Telmex, led to fears of over-supply; and, by the latter end of the week, there were fears of delays in the approval of NAFTA, the North American free trade agreement which had been seen as a boost for the Mexican economy.

Research from Salomon Brothers in Tokyo say the Bank of Japan (BoJ) showed no resistance to last week's continued rally in money markets, which set the stage for a probable reduction of 75 basis points in the official discount rate, from the current 3.25 per cent to 2.50 per cent.

However, says Salomon, the BoJ will not allow a bubble economy revival: "Once the economic recovery has taken firm hold, the BoJ will waste little time in returning interest rates to normal levels."

In Europe, the big battalions cancelled each other out: the UK celebrated its base rate reduction; but disappointing company results and continued earnings downgrades depressed sentiment in France and Germany.

On the periphery, Ireland moved higher on what the currency speculators were expecting, a devaluation of the punt. However, Davy Stockbrokers of Dublin, which in mid-January said this offered scope for a post-devaluation rally of 10 to 15 per cent, is not so bullish now.

Things have changed in two or three weeks, says Mr

## EUROPE

## Strong dollar is the centre of attention

AFTER the weekend devaluation in Ireland, a surge in the US dollar pushed up equities in dollar-sensitive countries like the Netherlands, Switzerland, Sweden and, selectively, Germany, while others like Italy and Spain got less of a boost, writes Our Markets Staff.

However, Mr Andrew Bell, director of European strategy at BZW, was not convinced that the bourses had their thinking mechanisms engaged. "In the 1980s," he said, "industrial demand in Europe was good, and a rise in the dollar gave exports an added attraction; now, Europe is in recession and it is questionable whether the US recovery will be big enough to bail it out."

ZURICH was higher in modestly active trade as the strong dollar and lower Swiss interest rates led banks, insurers and chemicals higher. The SMI index gained 29.6 to 2,130.7, having peaked during the session at a high for the year of 2,132.6.

US bearers added Sfr13 to Sfr1971 while insurers took their lead from Swiss Re cut-off, Sfr11 higher at Sfr553. Zurich Insurance bearers put

on Sfr10 to Sfr2,230. Among dollar-sensitive issues, Roche certificates were Sfr30 higher at Sfr4,130 and Sandoz certificates added Sfr60 to Sfr3,150. Swissair rose Sfr18 to Sfr543 on further consideration of its co-operation talks with KLM.

AMSTERDAM had another firm session, the CBS Tendency index rising 0.2 to 86.4. Royal Dutch led the gains, up F11.90 to F149.90, helped by the Opec output cuts. Philips shrugged off the postponement of its high definition television project to add 20 cents to F123.70. The truckmaker, Daf, hit a new all-time closing low of F14.55, down F1.45 in active but small-lot retail trade, with investors worried at the lack of a long-term retrenching agreement.

STOCKHOLM saw the Affarsvärlden General index rise 17.2 to 512.3 in turnover of Sfr673m. Forestry companies were among the main beneficiaries, MoDo B adding Sfr20 to Sfr230.

Astra A rose Sfr15 to Sfr70, supported by the dollar, renewed interest after upbeat analyst reports and hopes for its annual results,

## FT-SE Actuaries Share Indices

February 1		THE EUROPEAN SERIES									
Hourly changes		Open	10.30	11.00	12.00	13.00	14.00	15.00	Close	FT-SE	Amex
FT-SE Eurotrack 100		1055.44	1055.46	1055.51	1055.53	1055.47	1055.53	1055.18	1055.01	1055.02	1055.02
FT-SE Eurotrack 200		1159.02	1158.45	1159.02	1158.19	1157.94	1158.16	1158.04	1158.93	1159.02	1159.03
		Jan 29	Jan 28	Jan 27	Jan 26	Jan 25					
FT-SE Eurotrack 100		1070.18	1072.70	1072.28	1072.28	1064.24	1077.68				
FT-SE Eurotrack 200		1148.15	1148.00	1147.45	1148.05	1159.52	1146.87				
New index 1000 (200/1000) 100 - 1000.15 200 - 1100.00 1000 - 1000.15 200 - 1100.00											

due in three weeks. Electrolux B rose SKR11 to SKR228 ahead of its results this week.

FRANKFURT ended off its highs with the DAX index up 13.31 at 1,585.16, but standard dollar-sensitive plays like the carmakers did better than that, with Daimler DM12.70 higher at DM584.50 and Volkswagen up DM6.50 to DM284.50.

Both Daimler and VW have been distinctly out of favour with industry analysts this year, but since the end of 1992 they have risen by DM47.50, and DM44.50 respectively.

Turnover rose from DM4.5bn to DM4.5bn. Equities were also supported by firmer German bond prices on revitalised hopes that key interest rates might be cut at Thursday's Bundesbank meeting. This

## FT-SE Actuaries Share Indices

THE EUROPEAN SERIES										
09.00	12.00	13.00	14.00	15.00	Close					
5.51	1085.62	1086.47	1086.53	1088.18	1088.01					
6.62	1158.19	1157.94	1158.16	1158.04	1158.83					
28	Jan 27	Jan 26	Jan 25							
2.70	1072.28	1084.24	1077.68							
8.06	1147.45	1158.52	1148.87							
New index 1000 (200/1000) 100 - 1084.24 200 - 1157.77										

speculation coincided with market talk that unions in Germany's public sector would agree to 1993 pay rises of below 4 per cent in negotiations with employers this week.

PARIS focused on Paribas and the oil majors as the CAC 40 index rose 13.59 to 1,785.90 in relatively subdued turnover of FF1,858m.

The banking group's shares, hit hard on Friday before the release of better than expected 1992 results, recovered FF16.60 to FF379.50. In oils, strong on higher oil prices, Elf Aquitaine put on FF4.20 to FF328.50 and Total, due to release its results a week today, rose by FF5.90 to FF271.50.

MILAN was clouded by the troubles plaguing Prime Minister Giuliano Amato's Socialist Party, and doubts about the prospects for any further Italian interest rate cut. The Comit index rose 0.49 to 487.40. Fiat fixed L70 higher at L4,410 and rallied to L4,500 after hours after managing director Mr Cesare Romiti was quoted as saying he expected a profit for 1993.

Ready mixed concrete company Calcestruzzi, part of the Ferruzzi-Montedison group, dropped L480 to L7,690 after reports that its chairman was questioned by police about contributions to political parties.

Calc, which controls insurer La Fondaria, was L240 higher at L4,430 amid speculation over future control following the death at the weekend of Mr Camillo De Benedetti.

DUBLIN ignored reservations about the recent progress of the sterling/punt relationship, and reflected the week-end devaluation of the punt in an ISEQ overall index up by 76.47, or 8 per cent to 1,347.50. Speculators were saying, however, that equities will begin to struggle again unless sterling shows signs of strengthening, or the punt leaves the ERM altogether.

## Equities move on fiscal and currency speculation

## By William Cochrane

Japan was the powerhouse of an equity world dominated by currency and monetary economic speculation last week. While the US put in a modest performance and Europe was indecisive, Tokyo gained 3.6 per cent on mounting expectations of an imminent cut in the official discount rate, taking the FT-Actuaries World Index to a rise of 1.1 per cent in local currency terms.

Researchers from Salomon Brothers in Tokyo say the Bank of Japan (BoJ) showed no resistance to last week's continued rally in money markets, which set the stage for a probable reduction of 75 basis points in the official discount rate, from the current 3.25 per cent to 2.50 per cent.

However, says Salomon, the BoJ will not allow a bubble economy revival: "Once the economic recovery has taken firm hold, the BoJ will waste little time in returning interest rates to normal levels."

In Europe, the big battalions cancelled each other out: the UK celebrated its base rate reduction; but disappointing company results and continued earnings downgrades depressed sentiment in France and Germany.

On the periphery, Ireland moved higher on what the currency speculators were expecting, a devaluation of the punt. However, Davy Stockbrokers of Dublin, which in mid-January said this offered scope for a post-devaluation rally of 10 to 15 per cent, is not so bullish now.

Things have changed in two or three weeks, says Mr

## MARKETS IN PERSPECTIVE

% change in local currency

1 Week 4 Weeks 1 Year Start of 1992 Start of 1993

Austria +3.70 -0.50 -18.05 -0.50 -1.55 -0.26

Belgium +1.34 +5.27 -1.24 +5.27 +7.51 +5.98

Denmark +1.83 +10.59 -20.83 +10.59 +14.28 +12.24

Finland +2.91 +2.51 -2.34 +2.51 -1.17 -2.93

France -2.27 -3.13 -4.94 -3.13 +0.06 -1.71

Germany -0.59 +2.04 -4.48 +2.04 +4.58 +2.71

Ireland +3.28 +4.04 -14.83 +4.04 +6.29 +4.38

Italy +1.49 +10.75 -5.07 +10.75 +10.94 +8.97

Netherlands +2.72 +1.82 +2.04 +1.82 +4.20 +2.54

Norway -1.57 +1.44 -14.95 +1.44 +4.26 +2.40

Spain -0.58 +8.21 -7.53 +8.21 +10.28 +8.40

Sweden -2.51 +4.79 +4.77 -4.79 -6.01 -7.70

Switzerland -0.33 +0.06 +16.22 +0.06 +1.11 -0.70

UK +1.12 -0.53 +11.48 -0.53 -0.83 -2.40

EUROPE +0.11 +0.63 +2.30 +0.63 +1.78 -0.05

Australia +0.11 -2.00 -7.99 -2.00 -1.44 -3.20

Hong Kong -0.31 +3.40 +20.45 +3.40 +5.40 +3.52

Japan +2.82 -0.43 -18.69 -0.43 -14.28 -12.24

Malaysia +0.91 -0.46 +14.07 -0.46 +0.88 -0.91

New Zealand +2.16 -2.71 -3.49 -2.71 -0.50 -2.26

Singapore +2.58 +2.55 -2.88 +2.55 +4.31 +2.45

Canada +0.85 -1.90 -10.98 -1.90 -0.04 -1.82

USA +0.49 +0.70 +7.17 +0.70 +2.53 +0.70

Mexico -0.00 -4.90 +4.39 -4.90 -3.24 -4.96

South Africa +0.78 +5.30 -8.56 +5.30 +10.47 +8.50

WORLD INDEX +1.08 +0.35 -1.78 +0.35 +2.02 +0.20

Based on January 29th 1993. Copyright, The Financial Times Limited, Goldman Sachs & Co. and NatWest Securities Limited.

## SOUTH AFRICA

SHARES picked up after drifting earlier and the overall index was unchanged at 3,423.

A weaker financial rand took De Beers R1.10 higher to R87.85. The golds index shed 5 to 899 while the industrial index edged 2 higher to 4,525.

## ASIA PACIFIC

## Interest rate hopes sustain Nikkei revival

## Tokyo

LATE afternoon arbitrage buying pushed share prices higher and the Nikkei average closed above the psychologically important support level of 17,000 for the third consecutive trading day, writes Emilio Terasano in Tokyo.

The 225-stock index gained 109.86 at 17,133.64, its high point of the day. It dipped to the day's low of 16,957.58 during the morning on profit-taking, but remained around the 17,000 line for most of the session.

Volume dropped to 170m shares from Friday's 324m, with some large-lot investors cautious at the quick rise in equity prices. The lack of fresh news also affected activity. Advances outscored declines by 511 to 390, with 210 issues unchanged. The Toxip index of all first section stocks put on 1.13 at 1,300.01, but in London the ISE/Nikkei 50 index lost 1.13 at 1,568.78.

In spite of the low level of activity, mounting expectations of an imminent cut in the official discount rate supported sentiment. Buying by public funds also improved the mood.

Some brokerage issues turned higher on hopes of increased market activity after the expected interest rate cut. Nikko Securities firmed Y4 to Y689 and Nomura Securities appreciated Y30 to Y1,530.

Gajoen Kanko, the most active issue of the day, forged ahead Y44 to Y236 on buying by speculative investors. Nippon Housing Loan, a troubled housing loan company, jumped Y24 to Y313 in active trading following reports that creditor banks would forgo interest payments on loans.

Oji Paper dropped Y55 to Y245.

On the OSE stock futures market, volume in January fell to the lowest for three years. A total of 665,989 contracts

changed hands, down by 36.5 per cent from December's level. Options trading dropped by 21 per cent to 470,892 contracts, the lightest since November 1989.

## Roundup

POLITICAL and economic developments played an important part in some of the Pacific Rim markets.

SINGAPORE continued its march into record territory and the Straits Times Industrial index finished 24.28 stronger at a new peak of 1,844.44 on steady demand from institutional buyers.

December trade figures showing a nominal 38.1 per cent rise in domestic non-oil exports provided the catalyst. Volume expanded to 104,92m shares from Friday's 95,52m.

with gains outpacing falls by 217 to 41.

Among shares meeting strong demand, Wearne rose 16 cents to S\$3.52, Singapore Bus Services was 35 cents higher at S\$6.75 and Neptune Orient Lines moved ahead 8 cents to S\$1.51.

TAIWAN put on 3.8 per cent in active trade as political tensions eased after Saturday's announcement that Premier Hau Pei-tsun was willing to resign.

The weighted index ended 126.87 higher at 3,501.22 after Saturday's 123-point advance. HONG KONG relinquished some ground in subdued trade, with the market wary about Governor Chris Patten's political reform proposals, which will be brought before the Legislative Council later this month. The Hang Seng index

finished 53.52 lower at 5,897.78.

Among actively traded stocks, HSBC Holdings, pressured by sterling's weekend decline, fell HK\$1 to HK\$59, while Hang Seng Bank shed 50 cents to HK\$65.50.

AUSTRALIA closed barely higher as volume was cut by lack of interest and a public holiday in Victoria.

The All Ordinaries index edged forward 0.9 of a point to 1,529.1.

BANGKOK moved lower as a market consolidation continued. Banks were active as the SET index lost 8.73 to 955.75.

BOMBAY saw a day of relentless selling which left the BSE index down 46.55 at 2,554.24. Tata Steel slipped Rs1.25 to Rs226.25 amid rumours that a broker facing liquidity problems was unloading his holdings.

There is a limited amount of exhibition space available at this conference

FT

FINANCIAL TIMES CONFERENCES

THE

LONDON MOTOR CONFERENCE

22 February 1993

This topical one-day meeting will consider the implications of the arrival of the EC Single Market for car manufacturers, component suppliers and the retail motor trade and discuss strategies for success in a changing economic climate.

Speakers include:

Mr Bill Ebbert  
Chairman and Managing Director  
Vauxhall Motors Limited

Mr John Towers  
Group Managing Director  
Rover Group Limited

Mr Trevor Bonner  
Managing Director  
Automotive Drive Line Systems Division  
GKN plc

Professor Garel Rhys, OBE  
Professor of Motor Industry  
Economics  
Cardiff Business School

Professor Jonathan Brown  
Research Professor in  
Retail Management  
University of Brighton

Mr Philip Cazaly  
Director, Parts and  
Service Operations  
Ford Motor Company Ltd

Financial Times Conference Organisation  
102-108 Clerkenwell Road, London EC1M 5SA  
Tel: 071-814 9770. Tel: 27347 FTCONF G.  
Fax: 071-873 3975/3969

Name Mr/Ms/Ms/Other  
Position  
Company/Organisation  
Address  
Post Code  
City  
Country  
Tel  
Fax  
Type of Business

☐ Please send me conference details  
☐ Please send me details about exhibiting at this conference

FT

FINANCIAL TIMES  
CONFERENCES

HA

مكتبة